



**DIPLOMA**  
**January-June**

**Sessional Examination**  
**SH122 – Strategic Human Resource Management**

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**BOTSWANA OPEN UNIVERSITY**

**Diploma in Human Resources Management**  
**Strategic Human Resources Management**  
**SH122**

**Sessional Examination**

**Marks : 100**

**Duration: 3 Hours**

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**Instructions:**

1. The examination consists of **Four** sections: A, B, C and D.
2. Begin each answer to a new question on a new page.
3. Answer questions according to instructions given in each section.
4. Write answers in the answer booklet provided.
5. Write in grammatical English.



**SECTION A MULTIPLE CHOICE QUESTIONS**

**[10 MARKS]**

**Answer ALL questions. Each question carries ONE (1) mark.**

**Choose the best answer from the given alternatives.**

1. The following are activities done at performance planning stage except \_\_\_\_\_.
  - a) Performance development planning
  - b) Performance appraisal
  - c) Performance agreement
  - d) Performance planning
  
2. Which of the following are stages of an organisation's life cycle in the correct order?
  - a) Birth stage, maturity, decline, death
  - b) Birth stage, recognition stage, maturity, decline, death
  - c) Birth stage, rapid growth, maturity, decline, death
  - d) Birth stage, rapid growth, maturity, death or decline stage
  
3. \_\_\_\_\_ is an example of a type of strategic control.
  - a) Resource review
  - b) Strategic review
  - c) Milestone review
  - d) Competitor review
  
4. The following are barriers to strategy implementation except \_\_\_\_\_.
  - a) Management barrier
  - b) Vision barrier
  - c) Stakeholder barrier
  - d) People barrier



5. \_\_\_\_\_ is linking of numerous, separate organisations to optimise their interaction in order to accomplish a common overall goal.
- a) The network structure
  - b) The matrix structure
  - c) The functional structure
  - d) The entrepreneurial structure
6. Which of the following is not a problem of pay for performance?
- a) Poor performance measures
  - b) Inappropriate organisational culture
  - c) Little motivational value
  - d) Undesirable competition
7. Effective \_\_\_\_\_ of the most appropriate employee performance dimensions is a key to the success of the performance appraisal process.
- a) Appraisal
  - b) Management
  - c) Measurement
  - d) Identification
8. Long term plans that are supposed to be achieved by the organisational strategic plan are known as \_\_\_\_\_.
- a) Performance indicators
  - b) Strategic plan
  - c) Operational plans
  - d) Organisational values



9. Which of the following represents a combination of external stakeholders?
- a) Customers, government, employers
  - b) Labour unions, employees, suppliers
  - c) Special interest groups, suppliers, customers
  - d) Top management, shareholders, employees
10. The contemporary Human Resources Practitioners need to have all of the following statutes except \_\_\_\_\_.
- a) Family Act
  - b) Factories Act
  - c) Workman's Compensation Act
  - d) Employment Act



**SECTION B – TRUE/ FALSE QUESTIONS [10 MARKS]**

**Answer all questions**

1. Operational planning focuses on future achievement and conditions.
2. Strategic planning focuses on one unit or related set of levels.
3. Balanced scorecard must be driven from the top.
4. Feasibility is concerned with whether the resources required to implement the strategy are available.
5. Acceptability is concerned with the expectations of the identified stakeholders.
6. Denying the need for change is an emotional reaction.
7. Risk deals with the probability and consequences of failure of a strategy.
8. Balanced scorecard was pioneered by Blanchard and Norton, 1996.
9. In the early stages of industrialisation, out- input ration was applicable.
10. Transformational change leaders recognise that fear is a normal outcome of everyday life.

**SECTION C – SHORT ANSWER QUESTIONS [30 MARKS]**

**Answer all questions.**

**Question 1**

Outline the information, which should be included in the training for localisation. **(4 marks)**

**Question 2**

Establish the roles played by the 3 levels of management in the implementation of the strategy. **(6 marks)**

**Question 3**

Outline the importance of performance feedback. **(4 marks)**



**Question 4**

Briefly describe how inadequate leadership and poor provision of direction by management can be a barrier to strategy implementation. (4 marks)

**Question 5**

Name and explain the four perspectives of the balanced scorecard (8 marks)

**Question 6**

Explain how organisational structure can affect teamwork. (4 marks)

**SECTION D – ESSAY QUESTIONS [50 MARKS]**

Answer all questions from this section.

**Question 1**

Read the paragraph below and answer the questions that follow

***Performance management Vs Performance Appraisal***

*The emphasis is that you must understand that a complete performance management exercise cannot be complete without performance appraisal or can performance appraisal work best alone without being designed as a holistic part of performance management system.*

- a) Explain the problems that have been shown to arise due to separating performance appraisal from performance management. (10 marks)
- b) Elaborate on any three (3) modern approaches to team building. (15 marks)



**Question 2**

**Read the paragraph below and answer the questions that follow**

***Rewards system as a driver to strategy implementation***

In many organisations reward systems are often applied to top management. This is often criticised because middle and lower management and the employees are also responsible for strategy implementation and as such that their efforts and dedication must be rewarded. Rewards do not have to be monetary and may include awards, job security, promotion, status etc. Where activities must be done in teams, group- based reward systems may be used to encourage above average team performance. Monetary rewards include salary increment, share options, bonuses and others.

- a) Evaluate on the types of rewards. **(12 marks)**
  
- b) Examine any four (4) different types of organisational structure. **(12 marks)**
  
- c) What do you understand by “span of control”? **(1 mark)**

**END OF THE EXAMINATION**