

BOTSWANA OPEN UNIVERSITY

BACHELOR OF COMMERCE

**(HUMAN RESOURCE MANAGEMENT and INDUSTRIAL
RELATIONS)**

Strategic Human Resource Management

SH 212

SESSIONAL EXAMINATION

Marks: 100

Duration- 3 hours

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 all the 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 alternative answer.

1. Under Ulrich's Models _____ makes sure that the work gets done effectively and efficiently.
 - A. Strategic partner
 - B. Employee champion
 - C. Administrative expert
 - D. Change agent
2. All of the following are core functions of strategic human resource management except _____.
 - A. Productivity and legal compliance
 - B. Stakeholder and customer partnerships
 - C. Transformational and systematic change
 - D. Pro-activeness and flexibility
3. Only by enabling exploitation of opportunities or neutralize threats in its environment can resource add value. This statement falls under which one of the following?
 - A. The question of organisation
 - B. The question of inimitability
 - C. The question of rarity
 - D. The question of value
4. Under Strengths Weaknesses Opportunities and Threats (SWOT) analysis, changing technology falls under _____.
 - A. Strengths
 - B. Opportunities
 - C. Threats
 - D. Weaknesses



5. _____ is basically about determining the number of employees and the type of skills needed by an organisation currently and in future.
- A. Strategic human resource management
 - B. Strategic human resource planning
 - C. Strategic human management
 - D. Strategic human resource formulating
6. _____ has been defined as HRM issues, functions, policies and practices that result from the strategic activities of multinational organisation.
- A. Comparative human resource management
 - B. Re-engineered human resource management
 - C. Multidimensional human resource management
 - D. International human resource management
7. A _____ is aimed at giving employees listed in the talent pool and talent inventory opportunity to fill a post in an event of sudden departure.
- A. Talent inventory
 - B. Talent pool
 - C. Replacement chart
 - D. Talent policy
8. There are several strategies, which an organisation may use in the likelihood that they will have to lay-off employees. These include _____.
- A. Delaying and downsizing
 - B. Redeployment and retraining
 - C. Early retirement and attrition
 - D. Hiring freeze and recalls



9. The objective of strategic human resource management evaluation at _____ level is ensure that focus is on control and cost effectiveness.

- A. Strategic level
- B. Management level
- C. Operational level
- D. Technical level

10. The following are myths about performance evaluation for executives except ____.

- A. Executive performance is too intangible for description
- B. Executive performance is inconsistent with executive dignity
- C. Executive performance is detrimental to executive creativity and autonomy
- D. Executive performance has no trained evaluators to provide valid evaluations



SECTION B: TRUE /FALSE QUESTIONS. [10 MARKS]

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

State whether each of the following statement is TRUE or FALSE.

1. Upstream is the second order of strategic decision making concerned with the internal operating procedures and how the firm is organised to achieve its goals.
2. The main objective of human resource management is to ensure strategic fit between HRM and corporate strategy.
3. Job design under traditional HRM focuses on division of labour, independence and specialisation.
4. Resource based view is a form of management which is aimed at eliciting commitment based on high level of trust.
5. Unlike the best practice approach that is Universalist, the best-fit approach is Contingency in outlook.
6. In terms training and development, in a prospector organisation there is promotion from within.
7. Survey all employees on their feelings on organisational image, compensation, strategic direction and recognition. This is an example of a recruitment metric.
8. Reliability refers to the extent to which scores on a test or interview correspond to actual job performance.
9. Total reward includes all monetary payments, benefits, incentives and emotional rewards while performance-based pay recognizes the differences in contribution made by employees performing the same job.
10. While personnel management is part of the more mechanistic form of organisation; HRM is aligned with the organic design of the organisation.



SECTION C: SHORT ANSWER QUESTIONS.

[30 MARKS]

Answer ALL questions.

QUESTION 1 [10 MARKS]

Read the information below and answer question that follow

McDonald's Corporation is one of the best-known companies worldwide is the. With more than 18 000 restaurants worldwide, it serves 33 million people each day. International sales represent an important part of McDonald's business and more than 50% of the company's operating income comes from sales outside the United States. To generate these sales, McDonald's has more than two million employees.

Operating in so many different countries means that McDonald's has had to adapt its products, service and HR practices to the legal, political, economic and cultural factors in each one of those countries. HR practices must also adapt to different cultural values.

Before beginning operations in a different country, HR professionals at McDonald's do research on the country and determine how HR activities must be adjusted before employee resourcing process can begin. A detailed analysis is done after all relevant data is gathered, including on what employment age and hours of work restrictions, corporate ethics, what financial and non-financial rewards must be offered to full-time and part-time employees as well as work life balance to ensure employee value propositioning.

Because customer service is so important, McDonald's employee resourcing strategy is geared towards obtaining employees with the right mix of three competencies. Positions such as counter representatives and cashiers, emphasis on individuals who will be friendly to the customer. For store managers, the company emphasizes leadership skills, high work expectations and management abilities appropriate to a fast-paced restaurant environment.

Once applicant screening and interviews have been completed, individuals are asked to work for up to a week in a restaurant on trial process, some applicants work for a few days During that time, the applicants and the company representatives evaluate them to



see if job person fit is appropriate. Future managers and assistant managers are chosen using internal promotions based on performance. Once the restaurant has been staffed, learning and development becomes crucial to ensure that these individuals continue to represent McDonald's appropriately and work well with other employees.

- a) Identify two (2) aspects of employee value propositioning at McDonalds.
(2 marks)
- b) Name two (2) factors that influence McDonalds HR practices in various countries.
(2 marks)
- c) Analyze any one (1) types of competencies considered at McDonalds. **(2 marks)**
- d) Extrapolate two (2) strategic importance of learning and development at McDonalds.
(4 marks)

Question 2 [10 Marks]

- a) Give three (3) reasons the emergency strategic human resource management approach.
(3 marks)
- b) State three (3) rewards and benefits that prospector type of strategy.
(3 marks)
- c) Explain the terms: strategy and human resource strategy. **(4 marks)**

QUESTION 3 [10 MARKS]

- a) List any two (2) HR strategies for dealing human resources surplus.
(2 marks)
- b) State two (2) training and development strategies for an organisation at the decline stage.
(2 marks)
- c) Analyze three (3) concerns with regard to regarding employees as human capital.
(6 marks)



SECTION D: ESSAY QUESTIONS.

[50 MARKS]

Answer any two (2) questions in this section.

Question 1 [25 MARKS]

Discuss any five (5) critical competencies required of strategic human resource manager.

(25 marks)

Question 2 [25 MARKS]

a) Critically examine five (5) characteristics high performance characteristics.

(10 marks)

b) Using practical examples, discuss five (5) factors that influence employee engagement in an organisation.

(15 marks)

Question 3 [25 marks]

a) Analyse two (2) advantages and two (2) disadvantages of team based pay.

(10 marks)

b) Discuss the following levels of strategy formulation in large organisations:

i. Corporate/organisational level strategy

(5 marks)

ii. Business level strategy

(5 marks)

iii. Functional level strategy

(5 marks)

END OF EXAMINATION