



DEGREE
January –June

SESSIONAL EXAMINATION
SH 212- Strategic Human Resource Management

BOTSWANA OPEN UNIVERSITY

**BACHELOR COMMERCE (HUMAN RESOURCE
MANAGEMENT AND INDUSTRIAL RELATIONS)**

STRATEGIC HUMAN RESOURCE MANANGAMENT

SH 212

SESSIONAL EXAMINATION

MARKS: 100

DURATION: 3 HOURS

Instructions to candidates:

1. This examination contains four sections: A, B, C and D
2. Begin each answer to a new question on a new page
3. Answer questions to the instructions given in each section
4. Use examples where possible to support your explanations.
5. Write in grammatical English



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SECTION: A MULTIPLE CHOICE QUESTIONS.

[10 MARKS]

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

Choose the best alternative answer.

1. _____ works with executive team to add value and achieve organisational objectives.
 - A. Change agent
 - B. Administrative expert
 - C. Employee champion
 - D. Strategic partner

2. The extent to which employee selection test measures what it claims to measure refers to which of the following?
 - A. Objectivity
 - B. Reliability
 - C. Validity
 - D. Subjectivity

3. _____ is the appropriate use of human resource management practices to gain competitive advantage.
 - A. Strategic talent management
 - B. Strategic human resource management
 - C. Strategic planning
 - D. Strategic management



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4. The practice of using fewer pay grades than the traditional compensation system is called _____
- A. Broadbanding
 - B. Cafeteria benefit plan
 - C. Total compensation
 - D. Variable compensation
5. Which of the following are the ways of managing human resource surplus?
- A. Overtime and outsourcing
 - B. Alternative work arrangements and contingent workers
 - C. Recall recent retirees and voluntary separations
 - D. Reduced work hours and freezing hiring
6. _____ indicates core reason for the existence of the organisation and what makes it unique.
- A. Vision
 - B. Values
 - C. Mission
 - D. Goals
7. Evidence based approach to making HR decisions on the basis of quantitative tools and models refers to _____
- A. HR analytics
 - B. HR metrics
 - C. HR balance score card
 - D. HR audit



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6. _____ are programmes designed to prevent employee health problem.
- A. Wellness programmes
 - B. Work life balance programmes
 - C. Flexible work schedules
 - D. Employee engagement
9. Which of the following refers to scheduling arrangements in which two employees perform the work of one fulltime job?
- A. Job rotation
 - B. Job redesign
 - C. Job enrichment
 - D. Job sharing
10. HR strategy is a proposed cause of action while _____ is the predetermined guidelines to facilitate achievement of the strategic intent.
- A. Policy
 - B. Procedures
 - C. Programme
 - D. Action plan



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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. Strategic HRM is reactive and transactional.
2. Learning criteria of training evaluation focuses on student's perceptions on their satisfaction with professor's teachings.
3. Effectiveness refers to the degree to which organisation's operations are carried out in an economic manner.
4. High commitment management is primarily self-regulated while high involvement management is about treating employees as partners.
5. Unlike best fit approach that is universalistic, best practices approach is contingency in outlook.
6. When organisation is in decline stage, HR practices like productivity enhancement are emphasized.
7. Key performance indicators or key success factors are always framed in SMART criteria.
8. Under expectancy motivational theory, instrumentality answers the question: if I make an effort, will I be able to perform as intended?
9. Distributive justice is concerned with the extent to which an employee perceives his/her contribution to be fair in terms of his/her performance and competencies.
10. Corporate level strategy answers the question: what business will we be in? While functional level strategy answers the question: How do we support the business's competitive strategy?



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SECTION C: SHORT ANSWER QUESTIONS.

[30 MARKS]

Answer ALL questions

QUESTION 1 [10 MARKS]

- a) State two technological challenges for HR managers. **(2 marks)**
- b) Explain two reasons for the emergence of strategic human resource management in 1990's. **(2 marks)**
- c) Analyze three differences between human resource management and strategic human resource management. **(6 marks)**

QUESTION 2 [10 MARKS]

Obviously, there are some notable limitations of both best practices approach and best fit approach with regard to HR strategies. This third approach emerged as the middle ground.

- a) Identify the third approach implied above. **(1 mark)**
- b) Give three examples of HR strategies in (a) above. **(3 marks)**
- c) Explain three characteristics of the best fit approach. **(3 marks)**
- d) Appraise three shortcomings of the best practice approach. **(3 marks)**

QUESTION 3 [10 MARKS]

While human resource management operates within a highly regulated environment, compliance with the law or regulations does not always ensure ethical behaviour.

- a) Define the concept of ethics. **(2 marks)**
- b) Explain two unethical behaviours by the:
 - (i) Employer **(2 marks)**
 - (ii) Employee **(2 marks)**



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- c) Analyse four consequences of unethical by human resource managers. (4 marks)

SECTION D: ESSAY QUESTIONS.

[50 MARKS]

Answer ANY TWO (2) questions in this section

QUESTION 1 [25 MARKS]

With reference to an organisation of your choice, critically examine five benefits of applying strategic human resource management approach.

QUESTION [25 MARKS]

- a) Analyse five common issues facing various employee selection techniques. (10 marks)
b) Discuss various matching HR strategies for each of organisational types:

- (i) Prospector (5 marks)
- (ii) Defender (5 marks)
- (iii) Analyzer (5 marks)

QUESTION 3 [25 MARKS]

Critically examine five reasons to support the assertion that implementation HR strategies often fall flat.

END OF EXAMINATION