Botswana College Of Distance And Open Learning

In collaboration with

Zimbabwe Open University

Strategic Human Resources Management

(D-SH 01)

Sessional Examinations:2009

Marks: 100

Instructions to candidates

1. Write your name, centre and cnadidate number on the answer booklet
2. This paper consists of three (3) sections **A,B** and **C.**
3. Answer **all** questions as instructed under each section
4. Answers should be written in the booklet provided
5. Start an answer to each section on a separate answer sheet.

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SECTION A

SHORT ANSWER QUESTIONS

MARKS [30]

Answer all questions

Each question in this section carries 3 marks

Question 1

What should be the content of localisation training programmes as per stipulation by the laws of Botswana? (3)

Question 2

What measure did the Botswana government take after realisation that the country lacked skilled artisans who were readily available? (3)

Question 3

What are the benefits of a Computerised Human Resource Information System? Give 3. (3)

Question 4

What is the distinction between **Performance Management** and **Performance Appraisal?** (3)

Question 5

Different approaches of how to build teams have been suggested in organisational management literature, name **three (3)** of the approaches. (3)

Question 6

In Strategy Implementation there are five (5) possible barriers to implementation which have been cited, one of them being Resource Barrier, explain how Resources may be a barrier to performance. (3)

Question 7

Good leaders have certain traits or qualities attached to them. Explain briefly **three (3)** such qualities. (3)

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Question 8

List two (2) advantages and one (1) disadvantage of the Entrepreneurial Organisationl Structure. (3)

Question 9

Give and explain any **three (3) reasons** why organisations need to develop strategic plans. (3)

Question 10

Distinguish between the bottom-up and the top-bottom approaches to communication. (3)

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SECTION B

ESSAY QUESTIONS

MARKS [50]

Answer two (2) questions

Each question carries 25 marks

Question 11

Discuss the **four (4)** critical stages of Performance management. (25)

Question 12

Proponents of Computerised Human Resource Information Systems have argued that the use of these systems offer valuable advantages to the organisation. Discuss these advantages if any, giving examples of your work situation or any other situation you have encountered. (25)

Question 13

What are the types of Strategic Control? Explain how each type works. (25)

Question 14

Critically discuss the Modern Approaches to Team Building. (25)

Question 15

Discuss the need for Strategic Planning in organisations by depicting the process graphically and describing each stage. (25)

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SECTION C

CASE STUDY

MARKS [20]

Company A

Vision

"To become the pre-eminent bank in Botswana and the rest of Africa"

Mission

To enable our customers to achieve their ambitions and by doing so deliver superior benefits to all our shareholders. By ensuring we;

- put the customer at the centre of everything we do
- differentiate through superior service and competitive products continuously innovate
- have the best people and engage them in our business.

Company B

Vision

To be the Customer's store of choice for the products we sell in the markets we trade in.

Mission

To create value by providing our customers with;

- the right products and outstanding personal service
- consistently create wealth for employees
- sharing wealth for positive change in the quality of life of people in the areas in which we trade primarily through support for education

Question 16

Analyse the mission statement for both Company A and B in terms of the definition and purpose of Mission statements. (10)

Question 17

Analyse the Vision statements for both Company A and B in terms of the definition and purpose of Vision statements. Do they answer the question, "What is our dream?" (10)

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BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

Diploma in Human Resources Management

STRATEGIC HUMAN RESOURCES MANAGEMENT

D – SH 01

SESSIONAL EXAMINATION

Marks – 100

Time Allowed **3 Hours**

Instructions to candidates

1. This examination contains three sections(A,B and C). Answer **all questions** in Section A and Section B, and **any 2 questions** in Section C
2. Answer all questions in the answer book provided
3. Start a question on a new page
4. Write legibly in grammatical English.
5. Use examples where possible to support your explanations

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SECTION A

(20 MARKS)

MULTIPLE CHOICE QUESTIONS

Each question carries 2 marks.

1. What is the main difference between hiring workers in the modern day and in the past?
   A. In the past qualifications were considered unlike in the modern day
   B. In the past the process was complex and in the modern day it is less complex
   C. In the past hiring was based on nepotism while in the modern day hiring is professional
   D. In the past there was competition in hiring while in the modern day there is less competition

2. Organisations act as an interface between economy and the society by
   A. Providing resources
   B. Providing employment
   C. Protecting recession
   D. Minimizing downsizing

3. Which of the following is not involved in the strategic planning process?
   A. Establishing vision and mission
   B. SWOT Analysis
   C. Environmental scan
   D. Five forces analysis

4. Strategic planning very crucial to an organization because it _____.
   A. Defines the purpose of the organization and establishes realistic goals
   B. Communicates its vision to the stakeholders including competitors
   C. Prepares and communicates semi -annual report of the organization
   D. Communicates the organizational structure and culture to the stakeholders

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5. Which of the following places strategic planning process in the correct order?

i. Environment scanning
ii. Establishes strategic goals
iii. Establishing mission vision and values
iv. SWOT analysis
v. Developing strategic objectives and roadmaps
vi. Developing balance score card

A. i, ii, iv, v, iii, vi
B. iv, i ,ii, vi, iii ,v
C. i, iv, iii, v, ii, vi
D. iv,vi, i ,v, iii, ii

6. According to literature, strategic human resources management was first initiated in the United States of America mainly as result of _____.

A. Rapid changes in organization structures and work processes and employment conditions
B. American manufactures failure in the face of Japanese competition
C. Attempts by British Petroleum chairman to initiate radical organisational change
D. Rapid changes in work technologies and legal frameworks in which organisations operate

7. Which of the following is **not** a key ingredient to the success of organisation's human resources management?

A. Workforce recruitment and selection
B. Extensive use effective communication
C. Emphasis on learning and training
D. Effective strategic competitor's analysis

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8. _____ are one of external stakeholders who are arguably the greatest challengers of organisation's strategies.

   A. Special interest groups
   B. Labour unions
   C. Suppliers
   D. Customers

9. A driver of strategy implementation, culture can support or hider new strategy. Which type of culture is most favourable to strategy implementation?

   A. weak culture
   B. Unhealthy culture
   C. Traditional culture
   D. Strong culture

10. A fully integrated organisational wide network of human resources related data, information, services data basis, tools and transactions, refers to _____.

   A. Contemporary issues in strategic human resources management
   B. Performance management and performance appraisal systems
   C. Computerized human resources information systems
   D. Contemporary environment for managing human resources

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SECTION B

SHORT ANSWER QUESTIONS

30 MARKS

Answer ALL Questions.

1 for def
1 distinguish.

QUESTION 1

10 MARKS

You are working for a leading HR consulting firm and you have been tasked with the responsibility of explaining to client organizations the basics of performance management and performance appraisal systems from strategic management point of view. 1 for introduction

a) Briefly distinguish between performance management and performance appraisal.

(3 marks) 3

b) Identify three problems client organizations are likely to face in their performance appraisal process. 1 for each problem.

(3 marks) 3

c) Briefly explain two potential benefits of performance management to the client organizations.

(4marks)

QUESTION 2

10 MARKS

Pulatex (Pty) Ltd is a large Francistown based textile company, in order to remain competitive in the long, the company is intending to formulate and implement at the corporate level, business level and function level, before the end the year. create. Def =
Diff =

a) Briefly distinguish between strategy formulation and strategy implementation. **(4 marks)**

b) Briefly explain the role of managers at Pulatex (Pty) Ltd as implementers of strategy at the corporate level, business level and functional level.

(6 marks)

QUESTION 3

10 MARKS

Assuming that you have just got a job with ABB Holdings and recently you studied a course on strategic human resource management. Among the areas covered in the topic on introduction to strategic management which you are required to brief staff and managers of ABB Holdings include: benefits of strategic plan, whether or not to use external consultant for strategic planning, conditions under which strategic planning should be done.

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a) Give any two conditions which can determine when an organisation can undertake strategic planning. **(3 marks)**

b) State any two reasons for using an external consultant in an organization's strategic planning process. **(3 marks)**

c) Explain the benefits of strategic planning to ABB Holdings. **(4 marks)**

50 MARKS

SECTION C

ANSWER ANY TWO QUESTIONS IN THIS SECTION.

25 MARKS

QUESTION 1

Describe how the following fundamental elements can be used to manage the organisation's workforce strategically: (i) Planned workforce recruitment and selection; (ii) Extensive use of systems of communication; (iii) Teamwork and (iv) Emphasis on training and learning.

(25 marks)

25 MARKS

QUESTION 2

Discuss the merits and de-merits of computerized human resources information systems.

(25 marks)

25 MARKS

QUESTION 3

Explain four types of reward systems which a human resources department can use to ensure successful strategy implementation. **(25 marks)**

END OF THE PAPER

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

Diploma in Human Resources Management

STRATEGIC HUMAN RESOURCES MANAGEMENT

SH101

SESSIONAL EXAMINATION

Marks – 100

Time Allowed **3 Hours**

Instructions to candidates

1. This examination contains three sections(A,B, C and D). Answer **all questions** in Sections A, B,C and **any 1 question** in Section D
2. Answer all questions in the answer book provided
3. Start a question on a new page
4. Write legibly in grammatical English.
5. Use examples where possible to support your explanations

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SECTION A **(20 MARKS)**

MULTIPLE CHOICE QUESTIONS

Each question carries 2 marks.

1. Strategic management deals with the _____ aspect of the organization.
   A. Human
   B. Financial accounting
   C. Interpersonal skills
   D. Entrepreneurial work

2. Current roles of HR include _____.
   A. Strategic, operational and administrative
   B. General, industry and competitive
   C. Formulation, implementation and control
   D. Legal, social and demographic

3. A field HR unit reports directly to regional or corporate headquarters under a _____ structure.
   A. Functional - Principal General Manager
   B. Divisional - Regional manager
   C. Customer
   D. Matrix - vertical

4. Performance Appraisal is a primary HRM process that links employees and organizations and provides input for other processes through _____.
   A. Identification, Measurement, Management
   B. Assessment, Direction, Development
   C. Recruitment, Selection, On-boarding
   D. Skill, Effort, Responsibility

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5. A lack of corporate identity, different values and norms between employees and the existence of sub-groups in the organisation, characterizes which type of culture?
   A. Unhealthy culture competition
   B. Adaptive culture – Person culture, task culture, role culture, power culture
   C. Weak culture – lack of corporate Identity
   D. Strong culture – Good for the org.

6. Which one of the following is not a perspective of the Balanced Scorecard?
   A. Financial perspective
   B. Customer perspective –
   C. Supplier perspective – learning and growth
   D. Internal processes

7. A number of potential problem areas may affect the quality of performance measurement results in performance appraisal such as _____.
   A. Rater error and bias (halo, range restriction, personal bias, and comparability).
   B. Influence of liking
   C. Organizational politics
   D. All of the above

8. Which of the following is not a reason for staff training and learning?
   A. Induction
   B. Upgrade of employee performance
   C. Team development
   D. Bridging employee performance.

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9. Pay-For-Performance System, _____.

   A. Seeks to acknowledge differences in employee or group contributions.
   B. Responds to the fact that organizational performance is a function of individual or group performance.
   C. Uses pay to attract, retain and motivate employees relative to their performance and contribution.
   D. All of the above

10. At which stage of the organizational life cycle are strategies restructured or reengineered?

   A. Death or decline stage ⇒
   B. Maturity stage → Stable market
   C. Rapid growth stage — more market gain and recognition
   D. Birth stage – are formulated

SECTION B **25 MARKS**

SHORT ANSWER QUESTIONS

Answer ALL Questions.

1. Write succinct notes (short and straight to the point- two to five sentences each) on the following:

a) Balanced score card **(5 marks)**

b) People- Productivity-Quality Balance. **(5 marks)**

c) Special Alert control **(5 marks)**

d) Milestone reviews **(5 marks)**

e) Emotional intelligence **(5 marks)**

SECTION C- Short Essay Questions **(35 Marks)**

Answer All Questions in this Section.

1. Describe the four stages in a performance management cycle. **(6 marks)**
2. Explain why it is necessary to give employees feedback on their performance. **(5 marks)**
3. What makes a manager effective? In your answer give 5 attributes/qualities of a good leader. **(10 marks)**
4. Explain the 8 problems of Pay for Performance as described by Mortocchimo (2000) **(14 marks)**

SECTION D **(25 Marks)**

ANSWER ANY ONE QUESTION.

QUESTION 1 **25 MARKS**

You have been hired as a Human Resources Strategist of a University that is to open in August 2012. Your main task is to recruit people who are to fill in key and very strategic positions in the University. Given the stiff competition from the existing universities, the dynamic environment and the strategic plan of your university, you are to address a board of directors of the University and required to explain the following (A to C below). Your task is to prepare notes on each of the items on the agenda.

a) The meaning of strategic human resources management. ✓

(5 marks)

b) The factors within which human resources management exist. ✓ change, interdependence Economic Social link

(8 marks) People - productivity - Quality - balance

c) The fundamental elements of human resource management.

* Planned Recruitment and selection
* Emphasis on training and development
* Extensive use of communication systems
* Involvement of decision makers

(12 marks)
* Performance Appraisals which link to rewards

QUESTION 2 **25 MARKS**

a) In designing an effective Human Resources Information System, certain features must be included in the design. Explain the 4 most common features that will make a Human Resources Information System efficient and effective. **(8 marks)**

b) Describe the four pieces of information that should be included in a training program aimed to equip locals with skills that will enable them to take over from expatriates in a localization exercise. **(8 marks)**

c) Explain four ways which you can use to track the implementation of a strategy as a way of ensuring its success and that it is going to meet the expectations of top management.

(9 marks)

END OF THE PAPER

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BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

Diploma in Human Resources Management

Strategic Human Resources Management

SH101

Sessional Examination

Marks: 100

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.

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SECTION A **10 MARKS**

MULTIPLE CHOICE QUESTIONS

NB: Each question carries 1 mark

ANSWER ALL QUESTIONS

1. Which of the following statements about performance appraisal is true?
   A. Most employees and managers intensely dislike the performance appraisal process.
   B. Performance appraisals can be used as a basis for compensation but not as a basis for determining who needs further training.
   C. Since performance appraisal is only a marginally important human resource process, any problems associated with it do not affect organizations overall.
   D. Legally, a disgruntled employee cannot sue an employer on the basis of a dissatisfactory performance appraisal.
   E. All of these statements about performance appraisal are true.

2. Team rewards that depend on _____ are the key to rewarding team behaviors and efforts.
   A. team performance rather than individual performance
   B. individual efforts rather than team performance
   C. someone taking the role of group leader
   D. the elimination of social loafing
   E. the use of group thinking

3. When teams are used properly and in the right settings, work teams can _____.
   A. help organizations respond to specific problems and challenges
   B. dramatically improve company performance
   C. instill a sense of vitality in the workplace that is otherwise difficult to achieve
   D. increase customer satisfaction and service quality
   E. do all of these

4. Which of the following is a characteristic of successful organizational cultures?

A. adaptability
B. consistency
C. involvement
D. a clear mission
E. all of these

5. Recruiting is necessary to _____.

A. forecast the supply outside candidates
B. develop an applicant pool
C. determine whether to use inside or outside candidates
D. develop qualifications' inventories
E. All the above

6. The most appropriate first question to ask in strategic planning is _____.

A. "Where do we want to be in the future?"
B. "How well are we currently doing?"
C. "How can we get where we want to be?''
D. "Why aren't we doing better?"

7. A strategy can be also called a _____.

A. plan
B. goal
C. course of action
D. tactic
E. mission

8. Which one of the following kinds of incentive plans is being used within organisation using teams?

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A. piece rate
B. profit sharing
C. gainsharing
D. stock option

9. The _____ scorecard is to the company while the Human resources Scorecard is to the Human Resource function.
   A. corporate
   B. business-level
   C. competitive
   D. balanced
   E. functional

10. Gainsharing is an incentive plan that _____.
   A. uses trust to hold stock in individual employee accounts and distribute it to employees upon retirement.
   B. engages many or all employees in a common effort to achieve a company's productivity objectives with any resulting cost-savings gains shared among employees and the company.
   C. contributes company shares of its own stock or cash to be used to purchase shares of the firm's stock for employees.
   D. provide tax advantages for employees by deferring income taxes, often until the employee retires.
   E. involve the firm simply distributing a percentage of profits as profit shares to employees at regular intervals.

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

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

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

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1. Organizational culture refers to the set of key values, beliefs, and attitudes shared by organizational members.
2. By addressing employee concerns during the planning stage of the appraisal process, the organization will help the appraisal program to succeed in reaching goals.
3. Lack of participation of employees is a failure of process in strategic planning.
4. A Mission statement is broader and more future oriented than a mission statement.
5. The best medium for advertising vacant positions is the internet.
6. Orientation refers to the methods used to give present employees the skill they need to perform their job.
7. Most organisations have annual bonus plans aimed at motivating the short- term performance of managers and executives.
8. The evaluation purpose of performance appraisal is served by managers acting in counselling roles.
9. Team building occurs when a manager tells a team what to do to improve performance.
10. Planned recruitment and selection of the workforce is one element of strategic human resources management.

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

Answer ALL questions.

1. Define performance appraisal and explain any four ways it influences organizational success? **10 marks**
2. Identify and explain any five common barriers to strategy implementation in an organisation. **10 Marks**
3. Identify and briefly explain the three levels of strategic planning, and state the level human resources strategies represent? **5 Marks**
4. Outline any four reasons current employees are often considered as the best source of candidates for vacant positions? **5 Marks**

SECTION D **[50 MARKS]**

ESSAY QUESTIONS

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Answer any TWO questions.

QUESTION 1 **25 MARKS**

a. Critically discuss the fundamental elements of strategic Human Resource Management. **16 Marks**

b. Explain four perspectives of the balance scorecard you are familiar with. **9 Marks**

QUESTION 2 **25 MARKS**

Identify and critically examine the uses of a Human Resources Information System (HRIS) in an organisation. **25 marks**

QUESTION 3 **25 MARKS**

You are a Human Resource Manager in Mochudi (Pty) located in Mochudi .Your friend approaches you for advice. He wants to know the **types of strategic control** and **common barriers to strategy implementation** in an organisation.

Discuss any six types of strategic control and any five common barriers to strategy implementation that you would advise your friend on. **25 Marks**

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BOTSWANA COLLEGE OF DISTANCE

AND OPEN LEARNING

Diploma in Human Resources Management

Strategic Human Resources Management

SH122

Sessional Examination

Marks: 100

Time allowed: 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 questions according to instructions given in each section.
4. Write answers in the answer booklet provided.
5. Write in grammatical English.

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SECTION A **10 MARKS**

MULTIPLE CHOICE QUESTIONS

NB: Each question carries 1 mark

ANSWER ALL QUESTIONS

1) Being strategic from the perspective of a HR department is often the way to be taken seriously and offered a "seat at the top table". But what does being strategic really mean?
   A. Talking the language of strategy
   B. Seeing everything as strategically important
   C. Being aware of and implementing the latest "solutions" and leading edge thinking.
   D. Having an impact on the things that are most important to the organisation's corporate goals and objectives

2) Strategic HR management includes all but one of the following. Name the exception.
   A. Financial planning
   B. Training and development
   C. Performance management
   D. Recruiting talent

3) Human resource planning(HRP) is not simply about meeting the demand for labour but also involves _____.
   A. Redeploying staff
   B. Directing line managers
   C. Costs associated with employing any given number of people.
   D. Making redundancies

4) The strategic importance of an organisation's people to their long term success has become a central tenet of what has become known as strategic human resource management.This importance is based on _____.
   A. flexibility and the positive response to what management wants
   B. The use of rewards to elicit higher levels of performance
   C. The unique and non replicable nature of human capabilities

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D. The easiness in controlling them through organisation"s culture and structure

5) Performance Appraisal is a primary HRM process that links employees and organizations and provides input for other processes through _____.

A. Assessment, Direction, Development
B. Recruitment, Selection, On-boarding
C. Identification, Measurement, Management
D. Skill, Effort, Responsibility

6) All of the following are the perspectives of the balanced score card except _____.

A. Financial perspective
B. Customer perspectives
C. External Processes
D. Learning and growth

7) Traditional methods of performance appraisal include _____.

A. Forced choice distribution, essay and simple ranking
B. Forced choice distribution, paired ranking and BSC
C. Simple ranking, human resource accounting and checklist
D. Forced choice distribution, assessment centre method and ranking

8) Which one is not a quality of a good leader?

A. Sympathy
B. Self awareness
C. Motivation
D. Emotional intelligence

9) Performance management should be seen as a process which is _____.

A. A once a year task
B. A twice a year activity
C. An ongoing process or cycle

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D. engaged in when the appraisals are carried out

10) According to Handy(1993),the following are categories of organisational culture except _____.

A. Task culture
B. Community culture
C. Power culture
D. Role culture

SECTION B – TRUE/FALSE QUESTIONS [10 MARKS]

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

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

1) Performance management is an isolated activity in the organisation. F
2) A functional structure is a representation of clusters of similar businesses and can be organized by geographical area, product or service. T
3) Strategic planning determines the overall direction and goals of the organisation. T
4) Strategic planning provides a base from which progress can be measured and establish a mechanism for informed change when needed. T
5) Involvement of strategy formulators during implementation is one of the common barriers to strategy implementation. T
6) A good information system should be reliable in terms of functionality and flexibility. T
7) Orientation refers to the methods used to give present employees the skill they need to perform their job. F
8) A team is a group of people who work in isolation to achieve a common goal and are dependent on each other to realise their vision. F
9) Training and development are synonymous.
10) Botswana government's first step towards organising on the job training was passing of the apprenticeship and industrial Act by the parliament in 2003. T

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SECTION C – SHORT ANSWER QUESTIONS [30 MARKS]

Answer ALL questions.

1) List and explain any two types of strategic control. **(4 marks)**

2) Explain any two major problems that affect successful strategy implementation efforts. **(4 marks)**

3) Define strategic management **(4 marks)**

4) Explain the key factors to consider when setting performance goals? **(8 marks)**

5) Differentiate between strategy formulation and control. **(4 marks)**

6) Explain any three perspectives of the balanced scorecard you are familiar with. **(6 Marks)**

SECTION D [50 MARKS]

ESSAY QUESTIONS

Answer any TWO questions.

QUESTION 1 (25 marks)

a) Strategic Human Resources Management is very critical in the organisation in this era of globalisation and liberalisation. However, one needs to understand the fundamental elements of strategic human resources management in an organisation. Explain and illustrate the elements of strategic human resources, and highlight how they are important in managing Strategic Human resources in an organisation. **(13 marks)**

b) Discuss the four critical stages of performance management. **(12 marks)**

QUESTION 2 (25 marks)

a) Discuss the common barriers to Strategy implementation. **(15 marks)**

b) Strategic planning serves a variety of purposes in an organisation. Explain any five benefits of strategic planning to an organisation. **(10 marks)**

QUESTION 3 (25 marks)

a) Team building is concerned with building cooperation and creating an environment which enables people to perceive team members as part of a whole and embrace each other's talents. Discuss the modern approaches to team building.

(12 marks)

b) Outline the steps one should follow to introduce HRIS in an organisation.

(13 marks)

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