

1. The examination consists of Two sections: A and B
2. Begin each answer to a new questions 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

Instructions

Time allowed: 3 hours

MARKS: 100

SESSIONAL EXAMINATION

HR 311

MANAGING HUMAN RESOURCES

Commonwealth Executive Masters in Public Administration

Commonwealth Executive Masters in Business Administration

THE COMMONWEALTH OF LEARNING

In collaboration with

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING





SECTION A: Case Study. [40 marks]

Answer all the questions that follow.

Read the following case study and answer the questions given.

OUT-OF-HOURS TRAINING AT RIFT AIRLINES

Rift Airlines, suffering from heavy losses, is undergoing major restructuring. Its new board of directors and top management are aggressive and results-oriented. They are under extreme pressure to turn around before it collapses under the weight of excessive debt, passenger decline and savage competition. The management has a strong belief in HRD (human resources development) and has actively promoted employee development programs.

After completing a comprehensive training needs analysis, Linda, the HR manager has introduced a customer service program. The Rift Airlines' new management has also announced a policy change that requires training to be done in company and employee time. Consequently, the eight two-hour sessions are scheduled to start at 1600 hrs and finish at 1800 hrs. Linda is enthusiastic about the program because it is job related and has a demonstrable bottom-line impact.

Linda's thoughts are interrupted by the ringing of her phone. It is Annie, the union representative. 'Linda, I am shocked', Annie complained. 'I can't believe that you, as a woman, can allow this company to conduct a training program outside normal working hours. It's ridiculous. Apart from the question of overtime pay, the proposal is discriminatory and is an abusive intrusion on personal time. As the HR Manager you should be ashamed of yourself. You must be aware that women as partners and primary givers have limited time to attend such programs. Your thinking is so archaic. It's incredible!'



QUESTION 1

If you were Linda, what would you say to the union representative? (10 marks)

QUESTION 2

What are the challenges the training program is likely to face? (15 marks)

QUESTION 3

Do you agree or disagree with Annie's arguments? Justify your stand (15 marks)

END OF THE QUESTION PAPER!

Discuss the benefits to both employers and employees of adopting an industry-wide approach to collective bargaining. (20 marks)

QUESTION 5

What do you understand by the term 'work stress'? Discuss the organisational and personal factors to work stress. Use examples from any industry sector you are familiar with. (20 marks)

QUESTION 4

Critically evaluate the assertion that the closer the 'fit' between business strategy and organisational functions the higher the organisational productivity. (20 marks)

QUESTION 3

Outline with the use of examples the distinction between the control and commitment approaches to HRM. (20 marks)

QUESTION 2

You have been recently appointed as a Recruitment Officer in the HR Department of a local city council. After going through the appointment files you notice that the organisation prefers the use of external contacts to internal existing employees. Prepare a motivation paper to convince your boss to consider reversing this practice. (20 marks)

QUESTION 1

SECTION B: Essay-type questions. [60 marks]
Answer any three questions from this section.

