

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

THE COMMONWEALTH OF LEARNING

Commonwealth Executive Masters in Business Administration

Commonwealth Executive Masters in Public Administration

MANAGING HUMAN RESOURCES

HR 311

SPECIAL EXAMINATION

Marks: 100

Duration - 3 hours

INSTRUCTIONS

1. This examination consists of Two Sections: A and B
 2. Answer all questions in section A and any **Three** (3) questions in B
 3. Answer questions according to instructions given in each section
 4. Write answers in the answer booklet provided
 5. Answer all questions, in grammatical English
-

SECTION A: Case study.

[40 marks]

Read the following case study and answer the questions given.

For PXY, labor had always posed major problems. Strikes, often illegal, seemed to be a perennial problem. Much before the assault case, PXY's chronically restive factories had always been plagued by labor strife. In 1992, the factory was closed for four and a half months. In 1995, PXY entered into a 3-year bipartite agreement with the workers, represented by the then 10,000 strong union, which also had the government as a signatory. On July 21, 1998, Preston was severely assaulted by four workers at the company's factory in BC county, while he was attending a business meeting. The incident occurred after a member of the union, Steve, met Preston to discuss the issue of the suspended employees. Steve reportedly got into a verbal duel with Preston, upon which the other workers began to shout slogans. When Preston tried to leave the room the workers turned violent and assaulted him. This was the second attack on an officer after Preston took charge of the company, the first one being the assault on the chief welfare officer in 1996. In February 1999, a lockout was declared in PXY's Production Unit in BC county. The lock out lasted for eight months. In October 1999, the unit resumed production when PXY signed a three-year wage agreement.

Questions 1:

- a) Establish the possible causes of dispute that are reflected in this case **(10 marks)**
- b) State workers' actions that you would consider unlawful in this case **(10 marks)**
- c) If you were Steve or Preston how could you have dealt with the issue of suspended employees? **(10 marks)**
- d) Explain the term 'lockout' and show the possible reasons for the lockout. **(10 marks)**

SECTION B: Essay-type questions. [60 marks]

Answer any three (3) questions from this section.

Question 1

Compare and contrast 'expert-estimate' and 'unit forecasting' approaches to HR planning.
(20 marks)

Question 2

Outline the key differences between personnel management and HRM.
(20 marks)

Question 3

- a) Briefly discuss three approaches through which a company can implement the SHRM. **(10 marks)**
- b) Demonstrate with the use of examples how SHRM can help the organisation achieve competitive advantage. **(10 marks)**

Question 4

You are a job analyst for a consulting firm and have been analyse different jobs in the Ministry of Justice. Which of the following data collection techniques would you find most appropriate to use for each of the identified jobs below? (Site observations, individual interviews, group interviews and questionnaires) Justify your choice.

- a) Court magistrate **(5 marks)**
- b) Court interpreter **(5 marks)**
- c) Prosecutor **(5 marks)**
- d) Messenger **(5 marks)**

Question 5

Off-the-job training is probably one of the most common approaches to training used by most employers particularly for the newly promoted staff. Identify at least two of the approaches used and discuss their advantages. **(20 marks)**

END OF THE PAPER!