

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

SESSIONAL EXAMINATION

Marks: 100

Duration - 3 hours

INSTRUCTIONS

1. The exam consists of **TWO** sections: A and B
 2. Answer all questions in section A and any **Three** (3) in B.
 3. Begin each answer to a new question on a new page.
 4. Answer questions according to instructions given in each section.
 5. Write in grammatical English.
-

SECTION A: Case study. [40 marks]

Read the following case and answer the questions given.

Plumbers employed by a local municipality in your country have been engaged in an unceasing dispute over the provision of personal protective equipment (PPE) for nearly a year now. On numerous occasions the workers have threatened to down tools in protest. Workers argue that such equipment was essential for them to perform their duties and at the same time very critical for their health and safety. As a result of the level of absenteeism has risen. The worker representatives have repeatedly approached the HR Manager to no avail. Workers have now vowed not participate in any future negotiations with management until the issue was resolved. Tensions are simmering by day and 'go -slows' have been also witnessed. Workers are accusing management of arrogance. Chances of an amicable solution are getting slimmer each day that passes.

- a) Establish if this is a dispute of right or interest. Provide justification. **(10 marks)**
- b) What are the main causes of this dispute? **(10 marks)**
- c) What are the consequences of this dispute? **(10 marks)**
- d) You are a labour relations consultant and workers have approached you for advice. Briefly explain what action the workers should take? **(10 marks)**

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

Answer any three (3) questions from this section.

Question 1

Enumerate the distinction between the Instrumental and humanistic approaches to HRM.

(20 marks)

Question 2

You have just been engaged as a Human Resources Manager by a large manufacturing firm. After going through a recent audit report for the organisation you realize the absence of HR planning. In your first meeting with the executive management you have been requested to make a presentation so as convince them to invest in HR Planning. In your presentation include the reasons for HR planning.

(20 marks)

Question 3

Analyse any five major objectives of performance appraisals in organisation.

(20 marks)

Question 4

Discuss both the extrinsic and intrinsic organisational factors that cause work stress.

(20 marks)

Question 5

Unions should seek to achieve and maintain strong, productive and effective union-management relations instead of simply meeting the minimal legal requirements of collective bargaining. Examine the roles that trade unions are expected to play in this regard.

(20 marks)

END OF THE PAPER!