

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

Diploma in Human Resources Management

STRATEGIC HUMAN RESOURCES MANAGEMENT

SH101

SPECIAL 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

SECTION A

(20 MARKS)

MULTIPLE CHOICE QUESTIONS

Each question carries 2 marks.

1. _____ depict the preferred behavior of the organization and its employees or the manner on which it carries out activities with stakeholders, or delivers products to its clients.
 - A. The mission statement
 - B. The organizational values
 - C. The strategic plan
 - D. The operational plan

2. _____ are all of the factors within which human resources management exists.
 - A. Change, Interdependence, The economy-Society Link and The productivity quality balance
 - B. Interdependence, The economy-Society Link, The People-Productivity quality balance, Government rules and regulations
 - C. The economy-Society link, The People-Productivity quality balance, Government rules and regulations, Change
 - D. The People-Productivity quality balance, Government rules and regulations, Change And Interdependence.

3. Measuring Performance is based on a measurement approach that can be broken down to type of judgment and measurement focus. All of the following are ways to appraise performance based on measurement focus except _____.
- A. Trait
 - B. Behavior
 - C. Outcome
 - D. Relative
4. Groups can be rewarded in a Pay for Performance plan in all of the following ways except _____.
- A. Gain-sharing
 - B. Bonus
 - C. Awards
 - D. Merit
5. Effective _____ of the most appropriate employee performance dimensions is a key to the success of the performance appraisal process.
- A. Identification
 - B. Management
 - C. Measurement
 - D. Appraisal
6. Human resource administration is the primary responsibility of the _____.
- A. Project Management Team
 - B. Executive Manager
 - C. Project Manager
 - D. Line Managers

7. A mandatory prerequisite for team building is _____.
- A. Funding for staff development activities
 - B. Shared work ethics among team members
 - C. Commitment from top level management
 - D. Removal of troublesome individuals
8. A reward system that is used as an effort to retain highly specialized skills and to encourage executives to stay with an organization is _____.
- A. Bonus schemes.
 - B. Share options
 - C. Golden Handcuffs
 - D. Restricted share plan
9. The functions of a _____ is to coordinate and integrate the efforts of all employees at all levels. This is done so that they will work together in a way that will allow it to achieve the specific set of strategies.
- A. Span of control
 - B. Organisational structure
 - C. The divisional structure
 - D. The entrepreneurial structure
10. The management and proper use of assets as a way of gaining competitive advantage is a typical characteristic of which driver of strategy implementation?
- A. Leadership style
 - B. Organisational structure
 - C. Resource allocation
 - D. Organisational culture

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) Mission statement **(5 marks)**
- b) Learning and Growth perspective of a Balance Score card **(5 marks)**
- c) Role of Functional level managers in strategic management **(5 marks)**
- d) Strong organizational culture **(5 marks)**
- e) Interpersonal approach to Team Building **(5 marks)**

SECTION C- Short Essay Questions

(35 Marks)

Answer All Questions in this Section.

- 1. Explain the duties and responsibilities of an effective manager. **(12 marks)**
- 2. Define Organizational Structure and explain its purpose. **(5 marks)**
- 3. Explain the benefits of strategic planning. **(12 marks)**
- 4. Define Strategic Surveillance. **(14 marks)**

SECTION D

(25 Marks)

ANSWER ANY ONE QUESTION.

QUESTION 1

25 MARKS

Research has found out that strategic management fails not because the strategies were inappropriate, but due to lack of communication, presence of unforeseen barriers and bad implementation. In your capacity as a Human Resources Strategist, give advice to a struggling organization which has failed to implement its strategy by tackling the following issues.

- a) Identify the different groups of stakeholders who should be consulted, and explain their importance in strategy management. **(14 marks)**
- b) Explain the barriers which can act as an impediment to the implementation of strategy. **(7 marks)**
- c) Identify the drives which management can manipulate to ensure the successful implementation of strategy. **(4 marks)**

QUESTION 2

25 MARKS

BD Holdings is facing problems of strikes and high turnover of staff. Preliminary findings have shown that the employees do not understand how they are being appraised and cannot link the reward system that is being currently used to the performance appraisal exercise. You have been hired to conduct a workshop for all the employees of BD Holdings. Your mandate is to ensure that employees end up with a concrete understanding of the performance Management system. In carrying out the mandate, management of BD Holdings has given you an agenda below for the workshop. Following the agenda, write a paper which you are going to use in the workshop.

- a) Explain the difference between Performance Management and Performance Appraisal. **(5 marks)**
- b) Explain the problems which an organization can incur if it concentrates on Performance Appraisal and ignores Performance Management. **(10 marks)**
- c) Describe the 4 stages in Performance Management cycle. **(10 marks)**

END OF THE PAPER