

BOTSWANA COLLEGE OF DISTANCE
AND OPEN LEARNING

Diploma in Human Resources Management

Strategic Human Resources Management

SH122

Special 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.

SECTION A

[10 MARKS]

MULTIPLE CHOICE QUESTIONS

ANSWER ALL QUESTIONS

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

2. 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

3. 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

4. _____ 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

5. 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
6. In strategic planning the _____ answers the question “Why does our organisation exist?”
- A. Vision statement
 - B. Mission statement
 - C. Values statement
 - D. Financial statement
7. Which of following types of performance appraisal systems has methods that mainly focus on employee attributes that are necessary for the organization’s success?
- A. Trait oriented method
 - B. Behaviourial based methods
 - C. Results oriented methods
 - D. None of the above
8. The managers responsible for the specific business operations and individual decisions during strategy implementations are the _____
- A. Corporate level managers
 - B. Functional level managers
 - C. Business level managers
 - D. Senior managers
9. Which of the following represents a combination of external stake holders?
- A. Customers, government , employs
 - B. Labour unions, employees suppliers

- C. Top management , shareholders employees
 - D. Special interest groups, suppliers, customers
10. Which of the following is not a quality of strategic leader?
- A. emotional intelligence
 - B. Sympathy
 - C. Self awareness
 - D. self regulation

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. WIT means the grouping of employees to form a team whose primary mandate is to research on ways and means of improving the quality of work, and making recommendations to management on what corrective steps to take.
2. WITs are work improvement strategy.
3. Performance Management is used for organisational performance improvement.
4. Vision barriers are one of the four barriers to strategy implementation.
5. Emotional intelligence is those skills of a person who is of average intelligence but leads very well.
6. Decline stage is the fourth in the life cycle of an organisation.
7. In the role culture there is less emphasis on the job to be performed than who performs it.
8. Span of control simply mean the number of customers who report directly to a manager.
9. SBU is an acronym of Strategic Business Unit.
10. According to Ehlers and Lazenby (2007) the Strategic Business Unit (SBU) structure is not similar to the divisional structure.

SECTION C – SHORT ANSWER QUESTIONS

[30 MARKS]

Answer ALL questions in this section



1. State four (4) functions of Work Improvement Teams. **(4 marks)**
2. List the four (4) stages of Performance Management Cycle. **(4 marks)**
3. Name four (4) types of strategic control? **(4 marks)**
4. There are several problems that arise due to separating performance appraisal from the performance management process. Give five (5) examples. **(5 marks)**
5. Differentiate between the roles and responsibilities of corporate, business and functional managers. **(6 marks)**
6. As Strategy Manager of Knowledge House Inc. you are tasked to develop the strategic plan for your organisation. State any seven (7) elements you are to consider in your strategic planning. **(7 marks)**

SECTION D ESSAY QUESTIONS

[50 MARKS]

Answer any TWO questions from this section.

QUESTION 1

(25 marks)

Read the following extract and then answer the questions below.

As an experienced strategic consultant at Capital resources Inc. you are tasked to audit the performance of the organisation. Over the period of 15 years the management of the business has ensured that all resources are equitably allocated and are avail at all times but the performance of the organisation remained lagging. The organisation has use different alternatives, methods and modalities to overcome the situation but the situation is becoming more straining than ever and you strides over 10 years run to a halt than changing this unpromising performance. Surprisingly, during one of your departmental meeting something came to your mind that you and your team need to cast view towards performance management and performance appraisal systems as part of the strategic management process. You realised that traditionally, many organisations view performance management as a process of managing people's performance through planning the performance criteria, coercing the achievement of work related objectives and ultimately measuring performance in line with the organisational objectives. This is true in part. Again, you realised that they tend to focus on the part of performance appraisal and give less consideration to other components of the performance management process.

- a). Briefly explain the common examples of performance management goals.
(8 marks)
- b). List the basic scales that are commonly used to review employee performance.
(4 marks)
- c). Paying employees for their job performance is a challenging task in Human Resources Management. Martochino (2000) discussed some of the major problems in his literature. List eight (8) of them.
(8 marks)
- d). Briefly explain the Result-Oriented Methods.
(5 marks)

QUESTION 2

(25 marks)

Read the following extract and then answer the questions below.

Part A

You are the management consultant of RIMS (Pty) Ltd and recently BDC CEO has approached you to advise them on significant relationship between the performance management and performance appraisal. During your study you realised that their performance appraisal and performance management systems are ineffective and the business fails to realise their strategic intents. This has affected their business drastically as it does not realise its annual returns as expected at all times.

- a). There are several problems that have been shown to arise due to separating performance appraisal from the performance management process. List five (5) of them.
(10 marks)
- b). Discuss the following factors of performance appraisal system.
(4 marks)
- i. Legal compliance
 - ii. Reliability

Part B

With the advent of technology computerised human resources information systems is inevitable for any organisation that strive to position itself well in the global market.

- a). List four (4) benefits of a computerised human resources information system.
(4 marks)

b). List four (4) features of a good information system.

(4 marks)

c). Define computerised human resources information system.

(3 marks)

QUESTION 3

(25 marks)

a).The area of organisational culture is of great interest to management. Culture is about how the organisation organises itself, its rules, procedures and beliefs make up the culture of the company.State four (4) major categories of organisational culture.

(4 marks)

b).Researchers such as Handy (1993) have further broken down the categories of organisational culture into task, person culture, power and role.

Discuss the above stated categories.

(20 marks)

c).Among all the types of rewards, which type of rewards offer a reward as an effort to retain highly specialised skills and to encourage executives to stay with the organisation.

(1 mark)