

**BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING**

**In collaboration with**

**ZIMBABWE OPEN UNIVERSITY**

**Diploma in Human Resources Management**

**STRATEGIC HUMAN RESOURCES MANAGEMENT**

**SH101**

**SESSIONAL EXAMINATION**

**Marks – 100**

Time Allowed **3 Hours**

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**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. Strategic management deals with the \_\_\_\_\_ aspect of the organization.
  - A. Human
  - B. Financial accounting
  - C. Interpersonal skills
  - D. Entrepreneurial work
  
2. Current roles of HR include \_\_\_\_\_.
  - A. Strategic, operational and administrative
  - B. General, industry and competitive
  - C. Formulation, implementation and control
  - D. Legal, social and demographic
  
3. A field HR unit reports directly to regional or corporate headquarters under a \_\_\_\_\_ structure.
  - A. Functional
  - B. Divisional
  - C. Customer
  - D. Matrix
  
4. Performance Appraisal is a primary HRM process that links employees and organizations and provides input for other processes through \_\_\_\_\_.
  - A. Identification, Measurement, Management
  - B. Assessment, Direction, Development
  - C. Recruitment, Selection, On-boarding
  - D. Skill, Effort, Responsibility

5. A lack of corporate identity, different values and norms between employees and the existence of sub-groups in the organisation, characterizes which type of culture?
  - A. Unhealthy culture
  - B. Adaptive culture
  - C. Weak culture
  - D. Strong culture
  
6. Which one of the following is not a perspective of the Balanced Scorecard?
  - A. Financial perspective
  - B. Customer perspective
  - C. Supplier perspective
  - D. Internal processes
  
7. A number of potential problem areas may affect the quality of performance measurement results in performance appraisal such as \_\_\_\_\_.
  - A. Rater error and bias (halo, range restriction, personal bias, and comparability).
  - B. Influence of liking
  - C. Organizational politics
  - D. All of the above
  
8. Which of the following is not a reason for staff training and learning?
  - A. Induction
  - B. Upgrade of employee performance
  - C. Team development
  - D. Bridging employee performance.

9. Pay-For-Performance System, \_\_\_\_\_.
- A. Seeks to acknowledge differences in employee or group contributions.
  - B. Responds to the fact that organizational performance is a function of individual or group performance.
  - C. Uses pay to attract, retain and motivate employees relative to their performance and contribution.
  - D. All of the above
10. At which stage of the organizational life cycle are strategies restructured or reengineered?
- A. Death or decline stage
  - B. Maturity stage
  - C. Rapid growth stage
  - D. Birth stage

**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) Balanced score card **(5 marks)**
- b) People- Productivity-Quality Balance. **(5 marks)**
- c) Special Alert control **(5 marks)**
- d) Milestone reviews **(5 marks)**
- e) Emotional intelligence **(5 marks)**

**SECTION C- Short Essay Questions**

**(35 Marks)**

**Answer All Questions in this Section.**

- 1. Describe the four stages in a performance management cycle. **(6 marks)**
- 2. Explain why it is necessary to give employees feedback on their performance. **(5 marks)**
- 3. What makes a manager effective? In your answer give 5 attributes/qualities of a good leader. **(10 marks)**
- 4. Explain the 8 problems of Pay for Performance as described by Mortocchimo (2000) **(14 marks)**

**SECTION D**

**(25 Marks)**

**ANSWER ANY ONE QUESTION.**

**QUESTION 1**

**25 MARKS**

You have been hired as a Human Resources Strategist of a University that is to open in August 2012. Your main task is to recruit people who are to fill in key and very strategic positions in the University. Given the stiff competition from the existing universities, the dynamic environment and the strategic plan of your university, you are to address a board of directors of the University and required to explain the following (A to C below). Your task is to prepare notes on each of the items on the agenda.

- a) The meaning of strategic human resources management.

**(5 marks)**

- b) The factors within which human resources management exist.

**(8 marks)**

- c) The fundamental elements of human resource management.

**(12 marks)**

**QUESTION 2**

**25 MARKS**

- a) In designing an effective Human Resources Information System, certain features must be included in the design. Explain the 4 most common features that will make a Human Resources Information System efficient and effective.

**(8 marks)**

- b) Describe the four pieces of information that should be included in a training program aimed to equip locals with skills that will enable them to take over from expatriates in a localization exercise.

**(8 marks)**

- c) Explain four ways which you can use to track the implementation of a strategy as a way of ensuring its success and that it is going to meet the expectations of top management.

**(9 marks)**

**END OF THE PAPER**