



**PART B : STRUCTURED QUESTIONS (75 MARKS)**

**INSTRUCTION(S) :** Answer all **FIVE (5)** questions. Write your answers in the Answer Booklet(s) provided.

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**Question 1 (15 marks)**

- a. Explain briefly **FIVE (5)** reasons why HRM is important to all managers. (5 marks)
- b. Explain briefly '*work life balance*'. (2 marks)
- c. (i) Briefly explain any **TWO (2)** examples of alternative working schedules. (4 marks)  
(ii) For the examples given in (i), give **ONE (1)** advantage and **ONE (1)** disadvantage. (4 marks)

**Question 2 (15 marks)**

- a. Briefly distinguish between '*recruitment*' and '*selection*'. (4 marks)
- b. Briefly differentiate between '*job specification*' and '*job description*' and provide **TWO (2)** elements for each. (4 marks)
- c. What is '*motivation*'? (1 mark)
- d. Briefly contrast between **TWO (2)** basic types of motivation theories. (6 marks)

**Question 3 (15 marks)**

- a. Explain briefly why performance should be managed. (2 marks)
- b. Explain briefly **THREE (3)** factors that influence performance. (3 marks)
- c. Explain briefly **FIVE (5)** reasons why incentive plans fail. (10 marks)

**Question 4 (15 marks)**

- a. Define *'leadership'*. (1 mark)
- b. The trait approach to leadership assumes a good leader is born, not made. Do you agree with this view? Explain your answer briefly. (3 marks)
- c. According to Fiedler's contingency theory of leadership, what are the **THREE (3)** primary factors that should be considered when moving leaders into situations appropriate for their leadership styles? Briefly describe the factors. (6 marks)
- d. Distinguish between a *'formal'* and an *'informal'* group within an organisation and provide **ONE (1)** example for each. (5 marks)

**Question 5 (15 marks)**

- a. Give **THREE (3)** ways in which managers can choose to change an organisation. (3 marks)
- b. *'Conflict is defined as a struggle that results from opposing needs or feelings between two or more people'*. As a manager, briefly describe the **FOUR (4)** strategies used to manage conflicts. (12 marks)

**END OF EXAM PAPER**