



UNIVERSITY OF JOHANNESBURG  
FACULTY OF MANAGEMENT  
DEPARTMENT OF INDUSTRIAL PSYCHOLOGY AND  
PEOPLE MANAGEMENT

**SUPPLEMENTARY EXAMINATION**

**SUBJECT:** HRM: The Field  
**COURSE CODE:** HRM8X02  
**DATE:** JULY 2016  
**DURATION:** 3 Hours  
**TOTAL MARKS:** 100  
**EXAMINER:** PHARNY CHRYSLER-FOX  
**MODERATOR (External):** XENIA COETZEE  
**NUMBER OF PAGES:** 4 (Four)

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**INSTRUCTIONS TO CANDIDATES:**

- Please hand in both your question paper and your answer script.
- This is a closed book assessment.
- Number your answers clearly.
- Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
- Structure your answers by using appropriate headings and sub-headings.
- **All questions must be answered.**
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

### **QUESTION 1**

Critically argue any four (4) reasons why transformation is necessary in terms of the HRM role and focus. **[8]**

### **QUESTION 2**

Contrast Ulrich's HRM paradigm (the four roles and what they do) to the HRM models you developed during the study school for this module.

Discuss six differences. **[6]**

### **QUESTION 3**

Explain the concept "Business Partner" **[1]**

### **QUESTION 4**

A *Strategic Partner* must be clear on the architecture that defines their organisation's systems and processes as part of the process to conduct an organisational diagnosis. Describe any four of the factors that should be considered and what they represent. **[8]**

### **QUESTION 5**

Describe five challenges in becoming a *Strategic Partner*. **[10]**

### QUESTION 6

An administrative expert should follow the steps listed below when reengineering HR processes:

Step 1: Define the target processes;

Step 2: Develop "As Is" models;

Step 3: Challenge underlying assumptions;

Step 4: Develop "Should Be" models;

Step 5: Implement, roll out, and market; and

Step 6: Measure business impact.

Discuss any three (3) activities associated with each step listed above. [18]

### QUESTION 7

Describe how a *Change Agent* (Ulrich, 1997) can turn demands into resources in order to resolve the demand-resource challenge(s). [12]

### QUESTION 8

Describe a methodology that a Change Agent can employ to change an organisational culture. [10]

### QUESTION 9

Describe principles in selecting HRM measures. In your answer, refer to the principles set out by Becker et al. (2009). [15]

### **QUESTION 10**

Outline the six HR competency domains as identified by Ulrich in 2008. In your answer, briefly discuss them and indicate what activities these competency domains entail. [12]

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**End of paper**

**Total: 100 marks**