



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

MAIN EXAMINATION

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

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

Differentiate between transactional, traditional and transformational HRM activities. [9]

QUESTION 2

Explain the concept "Business Partner" [1]

QUESTION 3

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 4

Ulrich (1997) argues that an organisational diagnostic framework will enable you to become a *Strategic Partner*. Describe the steps involved in an organisational diagnostic framework. [12]

QUESTION 5

Compare and contrast four alternatives for delivering HR services to line management as an *Administrative Expert* (according to Ulrich's model). You need to refer to *Broker of Services*, *Centre of Expertise*, *Integrated Solutions* and *Service Centre*. Specifically focus on key success factors, strengths and weaknesses and measures for each selected method for delivering HR services. [20]

QUESTION 6

Describe any six solutions (or strategies) that can be employed by an employee champion to increase resources. **[6]**

QUESTION 7

Describe the seven-step process to illustrate how HR can link its deliverables to an organisation's strategy implementation process. **[15]**

QUESTION 8

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

QUESTION 9

Define the HR Scorecard concepts "*HR performance drivers*" and "*HR enablers*" illustrating your answer with relevant examples. **[4]**

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]**

End of paper
Total: 100 marks