



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

SUPPLEMENTARY EXAMINATION 2017

SUBJECT:	Human Resource Management 3B
COURSE CODE:	MHB3B01
DATE:	January 2017
DURATION:	3 Hours
WEIGHT:	50 Semester Mark / 50 Examination Mark
TOTAL MARKS:	100
EXAMINER:	DR WILHELM VAN RENSBURG
MODERATOR:	DR ATANG NTISA (Vaal University of Technology)
NUMBER OF PAGES:	3

INSTRUCTIONS TO CANDIDATES:

- Question papers must be handed in.
- This is a closed book assessment.
- Read the questions carefully and answer only what is asked.
- Number your answers clearly.
- Write neatly and legibly.
- Structure your answers by using appropriate headings and sub-headings.
- Select and answer ANY TWO of the six questions for a total of 100 marks. Each question counts 50 marks.
- 50% of the mark awarded for each question will be determined by the quality of your academic writing. The remainder 50% will be awarded according to the HR-content.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.
- The question paper consists of 3 pages.

Question 1: Human Resources and Leadership

Write an essay in which you argue for a re-orientation of Human Resource Management and its leadership role in an organisation. Place the HR leader in the centre of Rosen and Brown's model, *Leading People*, and discuss this position in terms of beliefs and values, relationships, the environment and the outcomes for an organisation.

[50]

Question 2: The Strategic Role of Human Resource Management

Write an essay in which you explain the relationship between Strategic Management and Strategic Human Resource Management. Include in your response the advantages of Tichy's model, *The HR Cube*, as well as how the various components of the model result in a more strategic role of HRM in an organisation

[50]

Question 3: Talent Management

Write an essay in which you argue that the *Employee Value Proposition* model could be usefully employed in order to close the talent management gap in an organisation. Include in your response tangible and intangible organisational values for the employee, as well as individual and organisational benefits.

[50]

Question 4: Ethical Issues in Human Resource Management

Write an essay in which you argue for moral reasoning and ethical decision making in an organisation by referring to the five ethical frameworks (*Utilitarianism, Kantian Duty, Justice, Entitlement Theory, & Moral Rights*) discussed in class. Include in your response the role HR professional play in the operationalisation of corporate ethics programmes.

[50]

Question 5: Human Resource Management in the electronic era

Write an essay in which you discuss the issues involved for e-business success, as well as the advantages and disadvantages of e-HR. Use Brache and Webb's model, *Elements of e-business success*, to explain what an e-HR approach look like in practice.

[50]

Question 6: Change Management

Write an essay in which you discuss the way in which Auster, Wylie and Valentine's model of *Strategic Organisational Change*, propose the diagnosing, recommending, and implementing change in an organisation. Include in your discussion the way HR assists in understanding the current state and building the future, as well as the phases HR can implement in order to manage change in an organisation.

[50]

TOTAL: 100