



COLLEGE OF BUSINESS AND ECONOMICS
JOHANNESBURG BUSINESS SCHOOL
DEPARTMENT OF INDUSTRIAL PSYCHOLOGY
AND PEOPLE MANAGEMENT
NOVEMBER SICK EXAMINATION - 2017

<u>MODULE</u>	:	Human Resource Management 3B
<u>CODE</u>	:	MHB3B01/HRM23B3
<u>DURATION</u>	:	3 HOURS
<u>WEIGHT</u>	:	50 Semester Mark/ 50 Examination Mark
<u>TOTAL MARKS</u>	:	100

<u>EXAMINER</u>	:	Renjini Joseph and Ronnie Moholane
<u>EXTERNAL MODERATOR</u>	:	Mochabo Moerane (UNISA)
<u>NUMBER OF PAGES</u>	:	3 PAGES

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.

Continued on next page...

This paper consists of 6 questions. Please answer ANY TWO. A question counts 50 marks.

QUESTION 1: THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT

As the head of HRM, you have been tasked with the challenge of ensuring your team fulfils a strategic role in the organisation. Discuss the strategic role of HRM under the following headings:

- 1.1. The basic principles of SHRM.
- 1.2. Benefits from implementing SHRM.
- 1.3. Relationship between strategic management and SHRM.

(50)

QUESTION 2: LEADERSHIP

Among several existing viewpoints, leadership is defined as an activity of influencing people to strive willingly for group objectives (Grobler et. al, 2012). Discuss the concept of leadership under the following headings:

- 2.1. Difference between leadership and management.
- 2.2. Critical competencies required to be a successful leader.
- 2.3. Managerial roles that leaders perform to accomplish organisational objectives.

(50)

QUESTION 3: CHANGE MANAGEMENT

It is said that change is inevitable if an organisation is to remain competitive in a challenging business environment (Grobler et. al, 2012). Discuss change management principles under the following headings:

- 3.1. The forces that trigger change in organisations.
- 3.2. Barriers to organisational change, and the causes thereof.
- 3.3. Steps that an organisation can take to overcome barriers to organisational change.

(50)

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QUESTION 4: TALENT MANAGEMENT

Discuss the leading practices of talent management under the following headings:

- 4.1. Adopting the right pitch with regards to talent management.
- 4.2. Establishing a convincing business case with for strategic talent management in the organisation owned by all stake-holders.

(50)

QUESTION 5: THE IMPACT OF THE ELECTRONIC ERA ON HRM

Discuss the implementation of an electronic-HR (e-HR) strategy in an organisation under the following headings:

- 5.1. The description of e-HR
- 5.2. The advantages of e-HR
- 5.3. e-Recruitment and selection, and its advantages

(50)

QUESTION 6: THE IMPORTANCE OF ETHICS

“Most definitions characterise ethics as referring to standards of conduct or codes of conduct for specialised groups” (Grobler et. al, 2012, p.20). Discuss the importance of ethics for the organisation and the Human Resource practitioner under the following headings.

- 6.1. The two (2) ethical dimensions of a strategic HRM paradigm
 - a) Dual loyalties
 - b) The role of the HR professional in an integrity based approach to strategic business partnership
- 6.2. The four (4) ethical decision-making frameworks.

(50)

[GRAND TOTAL: 100]

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