



FACULTY OF MANAGEMENT EXAMINATION

DEPARTMENT OF INDUSTRIAL PSYCHOLOGY AND PEOPLE MANAGEMENT

Honours in HRM, HRD & ERM

<u>SUBJECT</u>	: Strategic HRM & Change Management
<u>CODE</u>	: HRM8X18
<u>DATE</u>	: November 2017
<u>DURATION</u>	: 3 HOURS
<u>TOTAL MARKS</u>	: 100

<u>EXAMINER(S)</u>	: Prof Wilfred I. Ukpere
<u>MODERATOR</u>	: Prof Sunday S. Babalola
<u>NUMBER OF PAGES</u>	: 4 PAGES

INSTRUCTIONS TO CANDIDATES:

- Question papers must be handed in.
 - This paper consists of Section A and B. Please answer all the questions in section A and answer 4 out of the 6 questions in Section B.
 - This is a closed book assessment.
 - Read the questions carefully and apply critical thinking.
 - 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.
 - The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.
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Section A

Answer all questions under this section [40 Marks]

Briefly explain the following key concepts:

- | | |
|------------------------------------|-----------|
| 1. Value chain analysis | [4 Marks] |
| 2. Operating environment | [4 Marks] |
| 3. Horizontal Integration | [4 Marks] |
| 4. Turnaround | [4 Marks] |
| 5. Global competition | [4 Marks] |
| 6. Action Research | [4 Marks] |
| 7. Matrix organisational structure | [4 Marks] |
| 8. Strategic alliances | [4 Marks] |
| 9. Organisational development (OD) | [4 Marks] |
| 10. Intangible assets | [4 Marks] |

Section B

**Answer any 4 (Four) out of the 6 (Six) questions. All questions in section B carry equal marks
[60 Marks]**

Question 1

[15 Marks]

“Strategic management is a process, an approach to addressing the competitive challenges an organisation faces. It can be thought of as managing the “pattern or plan that integrates an organisation’s major goals, policies and action sequences into a cohesive whole” (Noe, et al, 2015). It has also been defined “as the set of decision and action that result in the formulation and implementation of plans designed to achieve a company’s objectives” (Pearce & Robinson, 2015). At the forefront of an organisation’s strategic formulation is the organisation’s mission. From the above definitions and narratives provide answer to the following question:

- | | |
|--|-----------|
| 1.1 What do you understand by the construct, organisation’s mission ? | [4 Marks] |
| 1.2 Distinguish between a mission and a vision statement | [5 Marks] |
| 1.3 Who are the board of directors and what are their responsibilities | [6 Marks] |

QUESTION 2

[15 Marks]

Compare and contrast Lewin’s three step change model and Kotters eight step plan model.

[15 Marks]

Question 3

[15 Marks]

"Awareness strategic opportunities faced by global corporations and of the threat posed to them is important to planners in almost all domestic market. Among corporations headquartered in the United States that receive more than 50 percent of their annual profit from foreign operations are Citicorp, Coca-Cola, ExxonMobil, Gillette, IBM, Otis Elevator and Texas Instrument. In fact, the hundred largest U.S. globals earn an average of 37 percent of their operating profit abroad. Equally impressive is the effect of foreign-based globals that operate in the United States. Their direct foreign investment in the United States now exceeds \$90 billion, with Japanese, German, and French firms leading the way" (Pearce & Robinson, 2007:121). From the above narrative provide answer to the questions that follow:

3.1 What do you understand by the term globalisation

[3 Marks]

3.2 Why do firms go global

[7 Marks]

3.3 Explain the various competitive strategies for firms in foreign Markets

[5 Marks]

Question 4

[15 Marks]

As a change strategist you have just been consulted and informed that organisation A has been facing some major challenges with regards to meeting her stakeholders expectations. As a change strategist you conducted an analysis and realised that the organisation has long moved into the stage 5 (decline) of its life cycle as depicted in the diagram below.

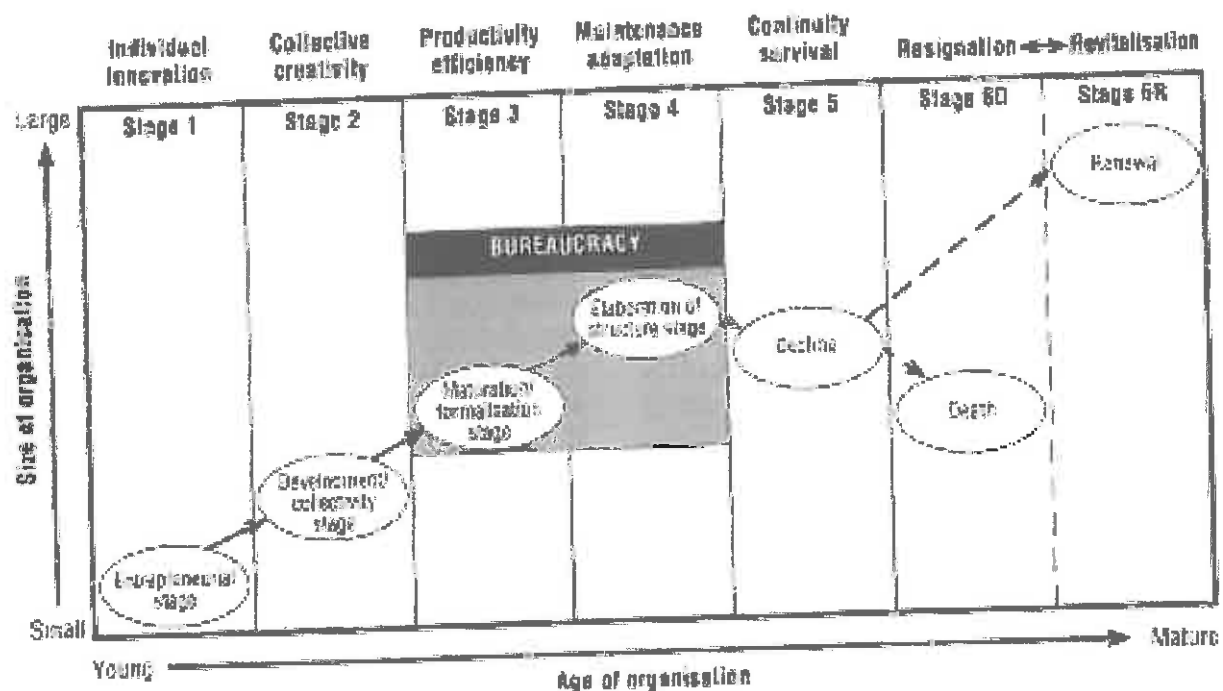
Organisation A

Figure 3.2 An integrated model of the organisational life cycle

Source: Van Tonstein, 1995, p. 81

4.1 What are the warning signs that the organisation could be heading towards decline?
[7 Marks]

4.2 What possible advice could you provide to management in order to change the destiny of the organisation from decline/death to renewal?
[8 Marks]

Question 5

[15 Marks]

Numerous external factors have an influence on a company's choice of action and direction and eventually, the way it operates internally and its structure. These factors are referred to as the external environment. From this short narrative answer the questions that follow:

5.1 What do you understand by the term, external environment? [4 Marks]

5.2 List the components of the external environment [3 Marks]

5.3 As a strategist, what are the strategic forecasting issues to consider within the remote, industry and operating environment? [8 Marks]

Question 6

[15 Marks]

6.1 Distinguish between the general characteristics of a modernist and postmodernist organisation
[10 Marks]

6.2 Distinguish between developmental, transitional and transformational change [5 Marks].

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