



<b>FACULTY/COLLEGE</b>	College of Business and Economics
<b>DEPARTMENT</b>	Industrial Psychology and People Management
<b>CAMPUS(ES)</b>	APK
<b>MODULE NAME</b>	Strategic HR and Change Management
<b>MODULE CODE</b>	HRM8X18
<b>SEMESTER</b>	Second
<b>ASSESSMENT OPPORTUNITY, MONTH AND YEAR</b>	FSAO – Final Summative Assessment Opportunity November 2019

<b>ASSESSMENT DATE</b>	9 November 2019	<b>SESSION</b>	08:30
<b>ASSESSOR(S)</b>	Prof Wilfred Ukpere		
<b>MODERATOR(S)</b>	Prof Chux G Iwu & Mr Wim de Beer		
<b>DURATION</b>	3 hours (180 min)	<b>TOTAL MARKS</b>	100

<b>NUMBER OF PAGES OF QUESTION PAPER (Including cover page)</b>	4
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### INFORMATION/INSTRUCTIONS:

- Question papers must be handed in.
- This paper consists of Section A and B.
- Please answer all the questions in section A and answer 3 out of the 5 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.

### Section A

Answer all questions under this section

[40 Marks]

Briefly explain the following key concepts:

- |                                    |           |
|------------------------------------|-----------|
| 1. Type II change                  | [4 Marks] |
| 2. Foreign branching               | [4 Marks] |
| 3. Organisational development (OD) | [4 Marks] |
| 4. Transitional change             | [4 Marks] |
| 5. Operating environment           | [4 Marks] |
| 6. Foreign branching               | [4 Marks] |
| 7. Value chain analysis            | [4 Marks] |
| 8. Turnaround                      | [4 Marks] |
| 9. Strategic alliances             | [4 Marks] |
| 10. Appreciative inquiry           | [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

Modernism and postmodernism are perceived as cultures, which evolved from a given society that was in existence within a particular epoch. These cultures emerged during modernity and postmodernity correspondingly. Postmodern period is therefore, perceived as a social-cultural offshoot of the modern aeon. Hence, a distinction is necessary to demarcate between these eras experienced by society, and the particular culture that evolved within each era (Tonder, 1999). From the above narrative, provide answers to the following:

1.1 Compare and contrast the features of modern and postmodern era [10 Marks]

1.2 Distinguish between “Classical Theorists” and “Human relations movement” [5 Marks].

### Question 2

[15 Marks]

*Owing to globalisation, as well as the current global competition, organisations are now paying additional attention to strategic planning as a way of survival and prosperity. Hence, effective strategic management allows an organisation to overshadow its competitors within the global competitive market. Based on the above statement, provide answer to the following:*

2.1 Discuss what you understand by the construct, **‘Strategic Management’** [5 Marks]

2.2 Diagrammatically present a model of the strategic management process, and discuss its components based on Noe, et al.’s treatise. [10 Marks]

### Question 3

[15 Marks]

*“Science took remarkably long period of time to change to the current level. The recent pace of change taken place across the globe has become very fast and rapid. The geneses of the machine-concept of organisation evolved from the world view of Newtonian science. Hence, basic science, with its predictability and linearity, triggered the concept of organisation and organisational changes that can be completely managed. Change, from that angle, was considered as a known quantity that can be predicted and managed. However, with time, the build-up of incremental changes aggregates to major change that tends to be unnoticed due to the time that has elapsed between the first and the last incremental changes...The last half of the 20th century has witnessed the unlocking of countless scientific secrets in matter, space and biology”* (Van Tonder, 2014). Moreover, most of these changes are products of innovation. From the above narrative provide answer to the questions that follow:

3.1 What are the changes that have taken place since the last half of the 20<sup>th</sup> century? [10Marks]

3.2 Explicate what is meant by the term, *‘innovation’* and list its sources [5 Marks]

### QUESTION 4

[15 Marks]

A selfish manager acts in a manner that increases his/her personal interest at the expense of the advancement of their company’s shareholders. Therefore owners who part decision-making power to their agent may endure both the loss of potential gain that would have resulted from owner-optimal strategies and/or the cost of control and monitoring systems that are designed to minimize the consequences of such self-serving manager’s decision. From the above statement, provide answer to the follow question.

4.1 Define agency theory and explain how agency problems occur? [5 Marks]

4.2 What are the problems that can result from agency? [5 Marks]

4.3 How do you resolve agency problems? [5 Marks]

### Question 5

[15 Marks]

Just like any human, business and economic trends, every product has a life cycle, and each of the cycles has a strategy and competency to extend the life span of the product, otherwise the product could be heading towards decline or total phase-out or death. From the above narrative provide answers to the following questions:

5.1 What do you understand by the term, Product life cycle? [4 Marks]

5.2 Give a diagrammatic presentation of Product life cycle [3 Marks]

5.3 Explain the competencies needed in each stage of a product life cycle [8 Marks]

**Question 6**

**[15 Marks]**

You have been in the employment of ABC Company for the past five years. The organisation's business of manufacturing of furniture has been growing for the past years. The organisation relied on the functional kind of organisational structure. Almost all the 5000 staff components of the organisation are all permanent staff. Recently, the huge payroll of permanent staff members seem to be eating deep into the organisational profit, which is not looking good in terms of paying dividend to shareholder. You have just been promoted from a supervisor to a new position as the strategic human resources manager in your organisation. Recently and in recognition of your new position, the CEO of your organisation invited you to his office and informed you that the organisation intend to overhaul the moribund organisations operation with a more agile, virtual organisation that will rely more on outsourcing to improve efficiency.

6.1 Advise your organisation on what you know of outsourcing arrangements [8 Marks]

6.2 Also advised your organisation about the possible pros and cons of outsourcing [7 Marks]