



<b>FACULTY/COLLEGE</b>	College of Business and Economics
<b>DEPARTMENT</b>	Industrial Psychology and People Management
<b>CAMPUS(ES)</b>	APK, SWC
<b>MODULE NAME</b>	Human Resource Management 3B
<b>MODULE CODE</b>	MHB3B01/HRM23B3
<b>SEMESTER</b>	Second
<b>ASSESSMENT OPPORTUNITY, MONTH AND YEAR</b>	FSAO – Final Summative Assessment Opportunity – November 2019

<b>ASSESSMENT DATE</b>	14 November 2019	<b>SESSION</b>	08:30 – 11:30
<b>ASSESSOR(S)</b>	Mrs Renjini Joseph		
<b>MODERATOR(S)</b>	Prof Frans Maloa		
<b>DURATION</b>	3 hours (180 min)	<b>TOTAL MARKS</b>	100

<b>NUMBER OF PAGES OF QUESTION PAPER (Including cover page)</b>	2
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#### INFORMATION/ INSTRUCTIONS:

- This is a closed-book assessment.
- There are six (6) questions. **Answer any two (2) questions.**
- Answer each question on a new page.
- Read the questions carefully and answer only what is required.
- Number your answers clearly and correctly as per the question paper.
- Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.

**Answer any two (2) questions only.**

**QUESTION 1: THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT [50 MARKS]**

Utilising the Tichy model, analyse the relationship between strategic management and strategic HRM.

**QUESTION 2: TALENT MANAGEMENT [50 MARKS]**

Through an essay, indicate how one could go about building a talent management landscape.

**QUESTION 3: CHANGE MANAGEMENT [50 MARKS]**

In the form of an essay, describe the various barriers to organisational change and the steps that may be taken to overcome these barriers.

**QUESTION 4: LEADERSHIP [50 MARKS]**

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, differentiating between leadership and management, discussing critical competencies required to be a successful leader and the managerial roles that leaders perform to accomplish organisational objectives.

**QUESTION 5: THE IMPACT OF THE ELECTRONIC ERA ON HRM [50 MARKS]**

Discuss how organisations must practise e-HRM, taking into account at least four (4) HRM functions that can be handled electronically.

**QUESTION 6: THE IMPORTANCE OF ETHICS [50 MARKS]**

Write an essay on how you would apply the five ethical decision-making frameworks to the various activities in HRM, if you were an HR professional in an organisation.

**[GRAND TOTAL: 100]**