

- 1 1 What could Safe Mining Tools done to minimise the work/family challenges of James? Substantiate your answer with good reasons and examples from the case study (8)
  - 1 2 Explain what an employee value proposition (EVP) means and from the scenario at Safe Mining Tools suggest what a good EVP could be for the company Substantiate your answer with examples from the case study (5)
  - 1 3 What changes would you recommend to improve the performance review process at Safe Mining Tools? Substantiate your answer with good reasons and examples from the case study (5)
  - 1 4 Which specific e-recruitment strategies could assist FFI in solving its recruitment challenge? Substantiate your answer with reference to the benefits of an e-recruitment strategy (7)
- [25]**

**QUESTION 2**

- 2 1 Differentiate between the following two models of organisational leadership managerial-based and transformational leadership (6)
  - 2 2 One of the key enabling factors to operate on a global level in a multinational organisation is HR affordability With reference to this statement, what is the main idea of HR affordability? (4)
  - 2 3 Explain the role that HR should play in the establishment of corporate governance in an organisation? Substantiate your answer with good reasons (5)
  - 2 4 Differentiate between functional and numerical flexibility Substantiate your answer by explaining how the two flexibility types could enhance human resource competitiveness in the workplace (6)
  - 2 5 Older employees could be of value to organisations With reference to this statement, briefly discuss how an ageing workforce influences HRM either positively or negatively (4)
- [25]**
- 3 1 How would you describe Professor Samson Ngulube's model of leadership? Substantiate your answer with good reasons (5)
  - 3 2 Professor Otty Hall needs a transformational leadership approach to be able to transform the University and steer it to success With reference to this statement, why is transformational leadership and its components an appropriate leadership approach for Sweetwater University? Substantiate your answer with good reasons (7)
  - 3 3 How could Plastic International use e-business in the three core areas, namely operations, marketing and services? Substantiate your answer with an example for each core area (9)
  - 3 4 Why does Plastic International need a communication plan for the new e-business strategy? Substantiate your answer with good reasons (4)
- [25]**
- 4 1 Which approaches to expatriation are cheaper options that can be used by BBY in the future? Substantiate your answer with good reasons (5)
  - 4 2 Would you say BBY is embracing a talent mindset? Substantiate your answer with good reasons (6)
  - 4 3 BBY is diversifying into surface mining What has triggered this type of change according to the case study? (2)
  - 4 4 Which challenges did BBY Australia experience that resulted in the use of just-in-time and a diverse workforce? Substantiate your answer with examples on how to address the identified challenges when using just-in-time and a diverse workforce (6)
  - 4 5 Apart from Ayesha's qualifications, what relevant qualities does she have that could persuade the HR manager to see her as a qualifying candidate for the position of chief learning officer? Substantiate your answer with good reasons (6)
- [25]**

### QUESTION 5

- 5.1 Discuss the components of the workforce scorecard. In your discussion, describe each component's objective and its typical measure. (12)
- 5.2 Discuss any two drivers of global human resource management (HRM). (4)
- 5.3 Differentiate between the following group models of leadership: cross-functional and self-managed teams. (6)
- 5.4 Describe three causes of failure in the relationship between strategic management and strategic human resource management. (3)
- [25]**

Oct/Nov 2017

- 1.1 Critically discuss the meaning of corporate governance in an organisation. Substantiate your answer with examples from the case study. (4)
- 1.2 What is the purpose of corporate governance in an organisation? Substantiate your answer with examples from the case study. (4)
- 1.3 Is top management of FAV unethical in their decision-making? Substantiate your answer with reference to the following: stakeholder theory, agency theory, corporate governance definition and purpose of corporate governance. (8)
- 1.4 If you, as an HRM3704 student, could assist the chair of the parliamentary subcommittee, how would you explain the difference between traditional HRM activities and contemporary HRM activities? Substantiate your answer with reference to the development and maintenance of corporate governance HRM practices. (9)
- [25]**

### QUESTION 2

- 2.1 Describe three critical factors that enable organisations to have global HRM and briefly discuss each of these factors. (12)
- 2.2 Critically discuss the leadership role of HRM in an organisation. (4)
- 2.3 If an organisation uses a resource-based paradigm for the contribution of human resources to company performance, what does the resource-based paradigm entail? Substantiate your answer with an example. (5)
- 2.4 Discuss some reasons why HRM may or may not have a role in a virtual organisation structure. (4)
- [25]**
- 3.1 Critically analyse the implementation of HRIS at WWT. Answer the following questions in your analysis:
- 3.1.1 What triggered the change at WWT? Substantiate your answer with reference to the case study. (2)
- 3.1.2 Identify and briefly discuss the root barrier to change at WWT. (3)
- 3.1.3 Identify and briefly discuss a symptom of the resistance to the implementation of the HRIS at WWT. (2)
- 3.2 What steps could WWT use to implement change successfully? Substantiate your answer with reasons. (18)
- [25]**
- 4.1 What mind-set was adopted at Apple? Substantiate your answer by describing how Apple has survived and gained a competitive advantage. (6)

- 4.2 How would you summarise Apple's way of weaving development into their organisation? Substantiate your answer by explaining what weaving development into the organisation means. (4)
- 4.3 How would you summarise Apple's way of embracing the talent mind-set? Substantiate your answer by explaining what it means if an organisation embraces a talent mind-set. (3)
- 4.4 How did Apple differentiate and affirm human resources? Substantiate your answer with good reasons and examples from the case study. (3)
- 4.5 Critically analyse Thembinkosi's promotion at Qiniseka in terms of the theoretical framework of Utilitarianism. Start by briefly explaining what the Utilitarianism theory represent. (4)
- 4.6 Briefly discuss some qualities of unsuccessful leadership displayed by the HR leadership of Qiniseka. Substantiate your answer by referring to the scenario. (2)
- 4.7 It is obvious from the scenario that the management of Qiniseka does not have a performance management programme. Advise the management of Qiniseka on three things they have to consider to ensure that their performance management programmes are sound. (3)
- [25]**

#### QUESTION 5

- 5.1 What does an e-business strategy entail in terms of the following: gaining the support of top management; drawing up a communication plan; and establishing a cross-functional team? Substantiate your answer with reasons. (9)
- 5.2 Distinguish between numerical and functional flexibility. Substantiate your answer on how these flexibility types could enhance the competitiveness of human resources in the workplace. (6)
- 5.3 Differentiate between the following two individual leadership models: managerial-based approach to leadership and transformational leadership. (6)
- 5.4 Critically discuss common challenges that are faced by expatriates on repatriation. In your answer, also refer to the effect of such challenges on contemporary HRM. (4)
- [25]**

May/Jun 2017

- 1 1 Two ethical dilemmas are evident in the case study With reference to this statement, answer the following questions and substantiate your answers with examples from the case study
- 1 1 1 Which ethical dilemmas are evident in the case study? Substantiate your answer with good reasons and examples from the case study (6)
- 1 1 2 With reference to question 1 1 1, advise Sanele on relevant solutions for the ethical dilemmas identified Substantiate your answer with good reasons (6)
- 1 2 Critically explain the concepts "utilitarianism", "distributive justice" and "procedural justice perspectives" Substantiate your explanation of each concept with an example from the case study (9)
- 1 3 Critically differentiate between the following two areas an organisation can act on to make talent a source of competitive advantage, these are embracing a talent mindset and crafting a winning employee value proposition (4)
- [25]**
- 2 1 Critically explain successful leadership qualities Substantiate your answer with practical examples from the case study (9)

- 2 2 Sam Letsoale is a transformational leader Argue the merits of this statement, and substantiate your answer with good reasons (8)
- 2 3 With reference to emotional intelligence, which four capabilities and competencies are evident in Sam's leadership skills? Substantiate your answer with adequate reasons (8)  
[25]
- 3 1 Discuss CC Investments' corporate governance scandal in terms of the agency, stewardship and stakeholder theories (9)
- 3 2 Briefly describe the four steps of change management that Bongani Cele could use to assist the organisation in managing change Substantiate your answer with reference to employee resistance to change, and make reference to the reasons for employee resistance to change (8)
- 3 3 The CEO wants to make Benz a learning organisation Advise the CEO on the differences between organisational learning and a learning organisation (4)
- 3 4 In your opinion, is the chief learning officer the right person for the job? Substantiate your answer by giving the characteristics a job incumbent should have to act in a chief learning officer position (4)  
[25]
- 4 1 Ulrich, Younger, Brockbank and Ulrich of the RBL Group, identified six domains that can serve as a framework to identify the competences of a future human resource (HR) professional Briefly describe any four domains of such a framework (11)
- 4 2 Distinguish between numerical flexibility and functional flexibility (6)
- 4 3 Critically describe four (4) mindsets to maintain HR's competitive advantage in a new competitive work landscape Substantiate your answer with adequate reasons (8)  
[25]
- 5 1 Differentiate between the old and new practices of human resource management (HRM) Substantiate your answer by referring to the term "talent mindset" (8)
- 5 2 Why does an organisation need to establish a cross-functional project team at an e-business strategic HRM? Substantiate your answer by referring to the design and implementation of an e-business HRM strategy (9)
- 5 3 The HR scorecard is able to integrate HR into the organisational performance management and measurement to align HRM and the organisation's strategy With reference to this statement, critically describe the value of a HR scorecard (8)  
[25]

Oct/Nov 2016

- 1 1 Identify and tabulate three (3) old mindset qualities the CEO seems to possess and the three (3) new talent mindset qualities she should begin to develop to be successful in talent management (6)
- 1 2 Alert BRM's management to the risk that the chief learning officer exposes the organisation to (2)
- 1 3 Criticize the appointment of relatives and friends in the organisation and advise the manager on the correct procedures to be followed when doing selection (9)
- 1 4 Advise the CEO of BRM on the characteristics a chief learning officer must have (8)  
[25]
- 2 1 Discuss the drivers of global human resource management (10)
- 2 2 Briefly discuss the four perspectives of the balanced scorecard (8)
- 2 3 Discuss strategies for dealing with the potential "war for talent" from a human capital and resource-based perspective (4)
- 2 4 Identify three benefits that can be derived from the strategic human resource management process (3)  
[25]

- 3 1 Critically analyse the corporate governance of Insaka group in light of the definition and purpose of corporate governance (20)
- 3 2 Discuss the role that human resource management should play in establishing corporate governance at Insaka (5)  
[25]
- 4 1 Identify and discuss Professor Ngwale's model of leadership (5)
- 4 2 Professor Grobler needs a strategic-based approach to leadership to be able to transform the university and steer it to success. As an external consultant advise her on a strategic-based approach to leadership (7)
- 4 3 Identify and discuss three core areas or domains where Plastic International should start their e-business path (9)
- 4 4 Briefly explain the importance of a communication plan for the new e-business strategy at Plastic International (4)  
[25]

#### **QUESTION 5**

- 5 1 Briefly discuss four types of intranet sites that show different levels of website development (8)
- 5 2 Distinguish between cross-functional and self-managed teams (6)
- 5 3 Discuss the important challenges facing management and HR professionals regarding the development of virtual organisations (8)
- 5 4 Briefly explain the concept of procedural flexibility (3)  
[25]

May/Jun 2016

- 1 1 **As a student of human resource management, advise the management of Best-Bucks about nine organisational and management practices which can assist Best-Bucks to determine their readiness to establish flexible work arrangements (18)**
- 1.2 **With reference to the case study, what would you say is the reason for Best-Bucks' implementation of Flex? (3)**
- 1 3 **Currently, employees have remote access to their desktops, business and business applications, and can connect with each other from their homes or their offices using instant messaging, desktop sharing and audio-video conferencing. Briefly identify and discuss this form of flexibility. (4)  
[25]**
- 2 1 **Criticize the current leadership style of the new dean and suggest how transformational leadership skills can make his work a success (10)**
- 2 2 **Discuss Professor George Barnes' model of leadership and state how it applies to the case study (6)**
- 2 3 **It is clear from the scenario that the new dean needs a strategic-based approach to leadership to be able to transform the business school and steer it to success. Advise the new dean on strategic-based approach to leadership and the benefits thereof for the business school (9)  
[25]**
- 3 1 **Identify the four talent management challenges in the case study and apply your HR knowledge in discussing solutions for each of the mentioned challenges (18)**
- 3 2 **According to Pricewine CEO, having people in the organisation is talent management. Discuss this statement and provide a broad definition of talent management (3)**
- 3 3 **Pricewine seems to be losing talent in the form of experienced employees. Advise the management of Pricewine on how to leverage the existing talent (4)  
[25]**

- 4 1 Briefly explain the concept “psychological contract” and provide its two main purposes (3)
- 4 2 Differentiate between competitive advantage and a sustained competitive advantage in an organisational setting. (6)
- 4 3 Identify and discuss any six Mintzberg’s management roles of leadership. (12)
- 4 4 Discuss why the relationship between strategic management and strategic human resource management does not practically exist in an organisation. (4)
- [25]**
- 5 1 Briefly discuss four types of intranet sites that show different levels of website development (8)
- 5 2 Discuss the influence of the ageing workforce on HR. (4)
- 5.3 Briefly explain corporate governance and its importance to an organisation (8)
- 5 4 Discuss ethical issues that may arise within the traditional HR activity of promotion (5)