THIS EXAMINATION PAPER CONSISTS OF 2 SECTIONS:

SECTION A: CONSISTS OF 4 QUESTIONS
ANSWER ALL THE QUESTIONS (50 MARKS)

SECTION B: CONSISTS OF 1 CASE STUDY QUESTION
ANSWER THE QUESTION (50 MARKS)

INSTRUCTIONS:

1. Read the following instructions carefully before answering the paper, as failure to act upon them will result in a loss of marks.
2. Write your answers in your answer book, which is provided in the exam.
3. Ensure that your name and student number are clearly indicated on your answer book.
4. Write your answers in either blue or black ink in your answer book.
5. Read each question very carefully before you answer it and number your answers exactly as the questions are numbered.
6. Begin with the question for which you think you will get the best marks.
7. Note the mark allocations for each question – give enough facts to earn the marks allocated. Don't waste time by giving more information than required.
8. You are welcome to use diagrams to illustrate your answers.
9. Please write neatly – we cannot mark illegible handwriting.
10. Any student caught cheating will have his or her examination paper and notes confiscated. The College will take disciplinary measures to protect the integrity of these examinations.
11. If there is something wrong with or missing from your exam paper or your answer book, please inform your invigilator immediately. If you do not inform your invigilator about a problem, the College will not be able to rectify it afterwards, and your marks cannot be adjusted to allow for the problem.
12. This paper may be removed from the examination hall after the examination has taken place.

NOTE: THIS IS AN OPEN-BOOK EXAMINATION, NO PERSONAL NOTES ARE ALLOWED.
QUESTION 1

The relationship between strategic business needs, people as a resource and human resources management led Cascio to develop a framework, namely the 5-P model.

Briefly describe the strategic human resource management activities of this 5-P model. [20]

QUESTION 2

It is not so much the contractual nature of the relationship between a trade union and management of a company that is important, but rather the development of an atmosphere of trust and cooperation between the parties and the establishment of a working arrangement to accommodate each other’s needs. Therefore, the human resources manager should ensure that all management and supervisory staff reconcile themselves to the reality of trade unions.

Briefly discuss how the human resources manager would bring about such reconciliation. [5]

QUESTION 3

Human resources management should realise that widespread poor job performance could be the result of problems in the application of human resources management.

(a) Outline your understanding of the difference between leadership versus management attitudes towards goals. (5)

(b) List Cascio’s suggestions for promoting effective appraisal interviews with regard to goal attainment. (5)

(c) Behaviour patterns are a result of differences between individuals’ unique personality traits; culture, however, has a major effect on the shaping of our personalities. Explain your understanding of this statement. (5) [15]

QUESTION 4

Forces of globalisation have significantly changed the labour market.

(a) Briefly analyse the change related to labour market issues. (5)

(b) Describe how competition is a resultant factor of change with regard to cultural diversity. (5) [10] [50]
SECTION B: CASE STUDY QUESTION

(50 MARKS)

ANSWER THE QUESTION

Read the following case study and answer the question that follows:

Knowledge is power

Ruan Kruger owns an electrical engineering company in Gauteng, Contact Engineering. His company has been very successful for a number of decades. The main purpose of the company is the manufacture and supply of industrial electrical switchboards. He has a staff complement presently of 315. When starting his company he trained employees on the job and eventually expanded sufficiently to employ a number of qualified electrical technicians. However, on-the-job training is still being implemented continuously, which is reflected in the company’s WSP.

Ruan is a qualified electrical engineer and has always worked almost seven days a week. His life is his profession and company. Every morning Ruan will be at the office at the crack of dawn, sip his coffee while first reading the newspaper and then it is all systems go! He is a technical ‘animal’ and has always employed staff to handle the finance and marketing side of the business. You will always see him on the factory floor or rushing around to clients.

Obviously, the main reasons that he started his company were his love of electrical engineering and the desire to make a profit. Contact Engineering’s bottom-line has always been a priority with Ruan.

However, now in his early 60s, he is changing focus. He looks at the majority of his staff on the factory floor. They all look content but he thinks to himself that business must be more than just business! He quietly reflects on Simphiwe, one of his first on-the-job trainees, now opening his own small electrical business!

Ruan's personal motto has always been that knowledge is power! He starts to think that Contact Engineering must strategically rethink itself for the future. The company needs to make a difference and invest in the future by empowering the staff through learning, ensuring a bright future for Contact Engineering beyond its bottom-line. Furthermore, Ruan has always had a holistic and macro approach and believes in developing people so that they can make a meaningful contribution towards South Africa's economic growth and eventually create wealth, especially in the science and engineering field.

He arranges a meeting with you, the human resources manager. During the meeting, he asks you to design a strategic human resources management programme in order to service economic development. Of upmost importance is strategic human resources planning, labour relations, job design, performance management, leadership, motivation, and training and strategic human resources development. He further mentions that his management team’s lack of knowledge on skills development legislation needs to be addressed.
QUESTION 1

Compile a report to Ruan Kruger, outlining a human resources programme and including all the aspects requested by him. [50]

Section A: 50 marks
Section B: 50 marks
TOTAL: 100 MARKS