NOVEMBER 2012 EXAMINATION
DATE: 9 NOVEMBER 2012
TIME: 09H00 – 13H00 TOTAL: 100 MARKS
DURATION: 4 HOURS PASS MARK: 40%

(BUS-PM3)
HUMAN RESOURCES MANAGEMENT 3

THIS EXAMINATION PAPER CONSISTS OF 2 SECTIONS:

SECTION A: CONSISTS OF 2 QUESTIONS
   ANSWER BOTH QUESTIONS (50 MARKS)

SECTION B: CONSISTS OF 1 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.

Examiner: D Linnegar-Whyte
A comprehensive Human Resource Strategy plays a vital role in supporting the organisation's strategic objectives. A Human Resource Manager needs to be a strategic thinker and integrate human resources into the business, as the utilisation of human resources contributes to the goal achievement of the organisation.

(a) Discuss the advantages of integrating strategic planning and human resources management.  

(b) The weakest link in strategic business planning is the implementation thereof. Briefly discuss this statement.

(c) The macro-variables that impact on the organisational strategy also have a profound effect on human resources. Describe your understanding of a proactive Human Resource Management strategic approach, incorporating the interaction between functional and line management in the organisation.

QUESTION 2

The validity of Hersey and Blanchard's basic leadership model was challenged. Discuss this statement.
QUESTION 1

Read the case study and answer the question that follows:

SKA MANUFACTURING

SKA, a sports company manufacturing skateboards, is facing staff morale problems.

SKA is owned by Nao Makaya. Nao worked for an international sports equipment manufacturer for a number of years on the production floor; however, he had dreams of becoming his own boss. One day on his way to work in a crowded taxi, he decided that today was the day to hand in that resignation letter. He had saved as much as he could, had gained invaluable experience and knowledge in making good quality skateboards and had learnt quite a bit about running a business from his colleague, Thomas, the assistant accountant. Every Monday morning he and Thomas would sit over coffee and discuss the weekend's soccer games.

After resigning, he made an appointment with the bank manager. With his business plan under his arm and with a broad smile on his face, Nao sat down with the bank manager. A few days later he received a telephone call from the bank advising him that his loan, a small one, had been approved – due to his passion, knowledge and his good business plan.

He started SKA in a small rented space in downtown Jo'burg. Orders were coming in and he and two staff members managed to keep their heads above water. However, the 'big one' came when SKA won the tender for the supply of skateboards to a group of private schools. A decision had been made by the private schools that skateboarding would become an additional sport at all of their campuses.

SKA was like a 'family' environment and Nao encouraged an 'open door' policy. Every Monday morning for half an hour first thing was 'chit chat' time over a cup of coffee and a muffin.

Very soon 12 more staff had to be employed and Nao became a scarce sight on the factory floor. Almost every Monday his apologies were sent to the 'chit chat' sessions. Trucks were offloading materials every second day – it was 'all systems go' for SKA! Eventually Nao had to employ another five casual workers and told the staff they would have to work shifts and overtime. There was hardly any time for lunch breaks and tea breaks. When he instructed his staff to tell their families that weekends at home were a thing of the past, the situation changed at SKA.

The next morning Lucas, the supervisor, knocked on Nao's office door. As usual, he was sitting behind a mass of paperwork and under pressure. Lucas asked him for a few minutes to discuss a very important issue that was happening on the factory floor. He snapped at Lucas and told him 'I only have five minutes, you had better be quick!' However, when Lucas informed him that the workers were going to down tools, Nao quickly realised he had to make the time available to listen!
Lucas told him the staff were extremely unhappy and gave Nao the following list of their major concerns:

- they are tired, working very long hours, getting home very late;
- they do not have any employment contracts;
- they never see the boss anymore;
- they don't know what's going on from one day to another – they just get told to 'get on with the job and with zero mistakes';
- the workers who go that extra mile are not rewarded any differently;
- they are doing the same small tasks day in and day out; they are unclear as to where they are going, how well they are doing their jobs, whom they must report to;
- they just feel that nobody cares, they feel that the family environment does not exist any more; and
- they are very unhappy and they want to join the trade union so that their concerns can be addressed.

After Lucas closed the door, Nao was in a state of shock as he thought everybody in the SKA family was happy. He picked up the phone to his ex colleague, the Human Resource Manager of his old company, Dorothy, to ask for advice on how to deal with these pressing issues.

**QUESTION 1**

Outline the advice that you, as Dorothy, would give to Nao Makaya in response to his staff's grievances. [50]