



Riara School of Business
Nurturing business innovators

SEPTEMBER – DECEMBER 2019 TRIMESTER
EXAMINATION FOR BACHELOR OF BUSINESS ADMINISTRATION

RHR 400: STRATEGIC HUMAN RESOURCE MANAGEMENT

EVENING PROGRAMME

DATE: 11TH DECEMBER 2019

TIME: 2 HOURS

GENERAL INSTRUCTIONS:

Students are NOT permitted to write on the examination paper during reading time.

This is a closed book examination. Text book/Reference books/notes are not permitted.

SPECIAL INSTRUCTIONS:

1. Write your REGISTRATION NO. Clearly on the answer booklet(s).
2. Answer Question One and ANY other TWO questions.
3. Questions in all sections should be answered in answer booklet(s).
4. Marks allocated to each question are shown at the end of the question.
5. PLEASE start the answer to EACH question on a NEW PAGE.
6. For the questions, write the number of the question on the answer booklet(s) in the order you answered them.
7. Write your answers in paragraph form unless stated otherwise.
8. Keep your phone(s) SWITCHED OFF at the front of the examination room.
9. Keep ALL bags and caps at the front of the examination room and do not refer to any unauthorized material before or during the course of the examination.
10. You are only allowed to leave the examination room 30minutes to the end of the Examination.

QUESTION ONE: COMPULSORY

(30 marks)

CASE STUDY - MATTEL

What can an iconic 73-year-old toy manufacturer show us about progressive HR? Quite a lot.

Last year Mattel brought in a new chief people officer to transform its organization and modernize capabilities. Amy Thompson, an HR veteran with leadership roles at Starbucks and Ticketmaster, was lured from her position as Toms' chief people officer to lead an HR transformation effort within the organization.

She brought with her a new leader-led model of HR, where managers are given the tools and support to evaluate the talent and capability health of their organizations and then develop the people strategy alongside their HR business partners.

This shift toward collaborative talent mapping put the planning focus on leaders as opposed to HR. The human resource team provided a general framework, then let the business design the organizational structure that best served that unit's goals and deliverables. They also translated their values into behaviours needed at each level of the organization.

Managers are then empowered to weave these behaviours throughout the employee experience life cycle. This shift put the onus on managers to own their employee's experience end to end and allowed HR to focus on more strategic initiatives to support the business.

"Especially in a creative industry like ours, talent core and inseparable from our corporate and brand strategies, so we need our leaders to own both," Thompson says. "This allows the HR role to become a more consultative function with a much higher business impact than in the past."

Required:

- a) Has Mantel Company succeeded in showing that it practices progressive HR? Justify by explaining your answer. **(10 marks)**

- b) LEE (1996) stated "HR departments should be so close to the business they serve that you can't see the join".
 - i) Explain what this mean **(1 mark)**
 - ii) Elaborate how this is achieved **(1 mark)**
 - iii) Describe what it entail **(4 marks)**
 - iv) Expound on the drivers **(4 marks)**

- c) A Strategic Human Resource Manager is well aware of the HR risks that the organisation may be faced with from within. State **5 category** risk and give examples from within the case. **(10 marks)**

QUESTION TWO:

- a) HR metrics assess the key drivers of individual, team & organisational performance.
- i) Highlight **4 measures** considered during planning stage. **(4 marks)**
 - ii) Mention any **4 measures** that the Balanced Score Card tool cites. **(4 marks)**
 - iii) Explain any **2 reasons** why is it difficult to quantify/measure accurately the HRM- organisational performance link. **(4 marks)**
- b) Both the internal and external environment of any organisation are ever changing. This calls for the organisation to be agile. List the **4 components** the Model of HR strategy in agile organisations and give examples. **(8 marks)**

QUESTION THREE:

- a) Briefly describe the Best fit and Best practice SHRM models. Give **any one** critique of Best practice. **(5 marks)**
- b) Re-engineering is stated as one of an organisations' renewal strategy. Define and elaborate what this entails by providing the rationale and any **3 features**. **(5 marks)**
- c) "There are many emerging trends that a current Strategic human resource manager is faced with, one being New business models". Elaborate **5 drivers** for new business models, **(10 marks)**

QUESTION FOUR:

Your Boss has sent you an email requesting you to advice on the integrative model of strategy choice. In your response to him:

- a) Explain the **2 dimensions** **(4 marks)**
- b) List and explain the **4 components** **(16 marks)**
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