Summer Examinations 2015

HRM300715N

<table>
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<tr>
<th>Module Title</th>
<th>Strategic Human Resource Management</th>
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<td>Level</td>
<td>Six</td>
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<tr>
<td>Time Allowed</td>
<td>Two hours plus 15 minutes reading time. Students must not commence answering questions until the reading time has ended.</td>
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Instructions to students:
- Please enter your student number **not** your name on all scripts.
- During the 15 minutes reading time, students **are** permitted to make notes on the examination paper but **not** on the answer booklet. Students should begin answering the questions **after** the reading time has ended.
- Section A – Answer the compulsory question from this section. This section is worth 60% of the marks.
- Section B – Answer one question from this section. This section is worth 40% of the marks.
- You may take **15 lines** of notes (font size 10, 11 or 12) on one A4 sheet of note paper into the examination room.
- No books or other notes are allowed.
- Students are not allowed to bring the previously distributed case study into the examination room. A new copy of the case study on coloured paper will be provided.

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Section A

Answer this compulsory question.

1. Explain what you believe should be the main features of an appropriate HR strategy and policy for Fisher Electrics to tackle any two of the areas below. Ensure your answer is supported by sources and references:

   a. Absence Management
   b. Training and Development
   c. Devolvement of HR responsibilities to line managers
   d. Managing Redundancy

(60 marks)
(Total: 60 marks)
Section B

Answer one question from this section.

Ensure your answer is supported by sources and references.

Diversity and Equality

2. Claire Adams has been asked to give a presentation to FEL’s Board of Directors explaining how the implementation of a Diversity and Equality policy might be beneficial to the company.

She intends to talk about the ‘business case’ for diversity. Explain what Claire could say and relate this to any specific issues within the company.

(40 marks)

International HRM

3. Analyse what would be required in an international staffing policy for FEL if they decide to go ahead with acquiring either or both of the two companies abroad.

(40 marks)

Ethics in People Management

4. According to the case study Fisher Electrics prides itself on being an ‘ethical’ organisation. Explain why some employees sometimes behave in unethical ways and discuss how ethical behaviour can be promoted within the workplace.

(40 marks)

Motivation and non-financial rewards

5. When assessing issues of workforce motivation the case study states ‘Claire feels that more can be done to raise levels of motivation and morale via non-financial methods…..’. Evaluate the strengths and weaknesses of this belief and explain what specific non-financial measures FEL could use to increase motivation.

(40 marks)
HR Consultants

6.  a. Explain the advantages and disadvantages to FEL of using a HR consultant.

b. Identify which HR challenges facing FEL would be most appropriate for a consultant to be given.

c. What criteria would you recommend for use in selecting the consultant?

(40 marks)

(Total: 40 marks)

End of Section B
End of Paper