Summer Examinations 2016

Module Title: Strategic Human Resource Management  
Level: Six  
Time Allowed: Two hours plus 15 minutes reading time. Students must not commence answering questions until reading time has ended.

Instructions to students:

- Enter your student number **not** your name on all answer books.
- During the 15 minutes reading time, students **are** permitted to make notes on the examination paper but **not** on the answer book. Students should begin answering the questions **after** the reading time has ended.
- Answer the **compulsory question** in **Section A** and **one** question from **Section B**.
- All questions are equally weighted.
- Students are permitted to take **15 lines** of notes (font size 10, 11 or 12) on one A4 sheet of paper into the examination.
- Neither books nor other notes may be taken into the examination.
- The case study distributed prior to the examination is **not** permitted in the examination room. A new copy will be provided.

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Answer the compulsory question in Section A and one question from Section B.

It is suggested that you spend around 1 hour 15 minutes on Section A and 45 minutes on Section B.

Section A

Answer the compulsory question in Section A

1. Explain what FEL’s future HR strategy should be in terms of:
   
a. The top four priorities.
   
b. A brief indication of what the goals or targets for each priority should be.
   
c. A brief outline of the actions that should be taken to achieve each of the four priorities.

Section B

Answer one question.

2. **International HRM**
   
   Claire has been informed that FEL will be acquiring the two overseas companies in the ‘near future’ and has been asked to formulate a HR strategy to cover all the issues to consider and make decisions on in the first 12 months of acquiring these companies. Explain what HR issues FEL will need to make decisions on and what HR practices will be beneficial to introduce or change in the first 12 months.

3. **Devolvement of HR responsibilities to Line Managers / Team Leaders**
   
   Explain the strategy and tactics that are likely to work best in devolving some HR activities and responsibilities to non HR managers within FEL. Explain how this should be implemented within FEL.

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Section B continues overleaf
4. Training and Development strategy

What should the main features of a training strategy for FEL be? Explain the key elements and principles connected with this including:

a. identifying and meeting training needs  
b. deciding priorities  
c. determining the most suitable methods to use  
d. evaluating outcomes.

5. Attendance Management

Evaluate the most appropriate way for FEL to try and reduce or prevent the comparatively high absence rates amongst some sections of the workforce. What are the possible alternative options to consider and which ones are most likely to have the desired effect?

End of Section B  
End of paper