Summer Examinations 2016

HRMM03216N

Module Title Human Resource Management in Context
Level Seven
Time Allowed Two hours

Instructions to students:

- Enter your student number not your name on all answer books.
- Answer all questions.
- All questions are equally weighted.
- Students are permitted to take one annotated copy of the case study into the examination room. This must be handed in with the answer books at the end of the examination.
- In answering the questions you are expected to refer to relevant theoretical concepts and frameworks introduced in the module and/or identified from your own reading and research, demonstrating the ability to engage in higher level organisational analysis and critical review.
- When referring to an academic source (publication) in your answers, you are not expected to provide full bibliographic details here. The author’s name and the date of publication will be considered acceptable e.g. Senior (2002).
- Erasmus/overseas students are permitted to take a bilingual dictionary into the examination but will not be permitted any extra time.

<table>
<thead>
<tr>
<th>No. of Pages</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Questions</td>
<td>3</td>
</tr>
</tbody>
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Answer **all** questions
You must relate your discussion to the case study.

1. Sally Newall, wishes to increase sales and market share, of Simply Ice Cream Ltd, either in the UK or internationally; with an overall strategic aim of achieving a £3m turnover by 2020. Identify 2 specific opportunities and 2 specific threats, currently facing Simply Ice Cream in 2016, with regards to the expansion of the business in the UK or internationally. These must be specific and not generic factors. Evaluate how Simply Ice Cream could respond to these opportunities and threats, focusing on both business and HR issues.

2. Critically evaluate the Best Practice approach to HR strategy. Evaluate the suitability of the Best Practice approach for Simply Ice Cream’s future HR strategy.

3. Undertake a Cultural analysis of Simply Ice Cream, using the Johnson and Scholes (1992) Cultural Web model. Identify three elements of the current organisational culture which will need to change in view of the proposed business expansion. Justify the reasons for the proposed changes. Evaluate the associated difficulties and implications for the HR function of the business.

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**End of Paper**