

MANAGEMENT OF THE HUMAN RESOURCE

23WSB204

Semester 2

In-Person Exam paper

This examination is to take place in-person at a central University venue under exam conditions. The standard length of time for this paper is **2 hours**.

You will not be able to leave the exam hall for the first 30 or final 15 minutes of your exam. Your invigilator will collect your exam paper when you have finished.

Help during the exam

Invigilators are not able to answer queries about the content of your exam paper. Instead, please make a note of your query in your answer script to be considered during the marking process.

If you feel unwell, please raise your hand so that an invigilator can assist you.

Answer **ALL THREE** questions.

Questions carry the marks shown.

Use of a calculator is permitted - It must comply with the University's Calculator Policy for In-Person exams, in particular that it must not be able to transmit or receive information (e.g. mobile devices and smart watches are not allowed).

1. Innovation and Strategic Problem-Solving in Teams

- a) What are four most effective ways to foster a culture of innovation in organizations? Explain the challenges associated [10 marks]

Critical Analysis Aspect:

- Evaluate the impact of organizational culture on innovation.
- Analyse the challenges that may hinder the implementation of innovative practices.

Guidelines to Solve:

- Identify and explain four effective ways to encourage innovation
- Discuss challenges such as resistance to change, lack of resources, and risk aversion that organizations may face in cultivating an innovative culture.

- b) Explain in detail all the stages of Team Development. [10 marks]

Critical Analysis Aspect:

- Evaluate the impact of team development stages on team performance.
- Analyse the challenges and benefits associated with each stage.

Guidelines to Solve:

- Describe each stage of team development
- Discuss the characteristics and challenges of each stage.
- Analyze how effective team leadership and communication can mitigate challenges at each stage

2. Change Management in Organizations

- a) Identify a company that successfully navigated a significant organizational change. Highlight the main reasons for the company's success, covering managerial, governance, and structural aspects, along with competitor's strategy.

[10 marks]

Critical Analysis Aspect:

- Evaluate the key success factors in managing organizational change.
- Analyze how different aspects of the organization, including management, governance, and structure, contributed to the success.

Guidelines to Solve:

Choose a company that underwent a notable change.

- Highlight the managerial strategies employed, governance policies implemented, and structural adjustments made during the change.
- Analyze how the company's approach to change aligned with or differed from its competitors' strategies.

- b) How did the COVID-19 pandemic create burning platforms for companies globally? Name any two important reasons for creating burning platforms during this crisis.

[10 marks]

Critical Analysis Aspect:

- Assess the impact of the COVID-19 pandemic on creating burning platforms for organizations.
- Analyze the specific reasons that forced companies into a burning platform scenario.

Guidelines to Solve:

- Discuss how the pandemic disrupted traditional business models, necessitating urgent changes.
- Identify and explain two key reasons (e.g., sudden shifts in consumer behaviour, supply chain disruptions) that created burning platforms for companies during the COVID-19 crisis.

3. Productivity and Total Factor Productivity Analysis

- a) Define productivity from a managerial perspective, distinguishing between efficiency and effectiveness. Subsequently, explain Total Factor Productivity (TFP) and how it is measured using the Cobb-Douglas production function with an example.

[20 marks]

Critical Analysis Aspect:

- Evaluate the nuanced differences between efficiency and effectiveness in the context of managerial decision-making.
- Analyze the strengths and limitations of using the Cobb-Douglas production function to measure Total Factor Productivity.

Guidelines to Solve:

- Productivity Definition
- Provide a concise definition of productivity in a managerial context.
- Distinguish between efficiency and effectiveness with emphasizing their significance in organizational performance.
- Total Factor Productivity (TFP) Explanation with formula
- Define Total Factor Productivity (TFP) and its role in measuring overall efficiency and effectiveness.
- Discuss the importance of TFP in assessing how efficiently inputs are converted into outputs.
- Cobb-Douglas Production Function formula
- Explain the Cobb-Douglas production function as a mathematical representation of TFP.
- Highlight the variables in the function and their significance in measuring the combined impact of inputs on productivity.

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