



**ASSIGNMENT 1ST SEMESTER : HUMAN RESOURCES
MANAGEMENT (HRM)
HUMAN RESOURCES
MANAGEMENT (HRM001)**

MODULES COVERED : MODULES 1 - 5

DUE DATE : 3:00 p.m. 20 MARCH 2012

TOTAL MARKS : 100

INSTRUCTIONS TO CANDIDATES FOR COMPLETING AND SUBMITTING ASSIGNMENTS

The complete 'Instructions to Students for Completing and Submitting Assignments' must be collected from any IMM GSM office, the relevant Student Support Centre or can be downloaded from the IMM GSM website. It is essential that the complete instructions be studied prior to commencing your assignment. The following points highlight only a few important notes.

1. You are required to submit ONE assignment per subject.
2. The assignment will contribute 20% towards the final examination mark, and the other 80% will be contributed by the examination, however, the examination papers will count out of 100%.
3. Although your assignment will contribute towards your final examination mark, you do not have to earn credits for admission to the examinations; you are automatically accepted on registering for the exam.
4. Number all the pages of your assignment (e.g. page 1 of 4) and write your name and surname, student number and subject at the top of **each** page.
5. The IMM GSM requires assignments to be presented in a typed format, on plain A4 paper. Unless otherwise specified, this assignment must be completed within a limit of 1500 words, excluding the bibliography. Students who exceed the word limit may find that only part of the submitted assignment will be marked.
6. A separate assignment cover, which is provided by the IMM GSM, must be attached to the front of each assignment.
7. Retain a copy of each assignment before submitting, in case the original does not reach the IMM GSM.
8. The assignment due date refers to the day up to which assignments will be accepted for marking purposes. The deadline is 3:00 p.m. on 20 March 2012. Late assignments will be accepted, but **25 marks** will be deducted from the maximum mark, if received after 3:00 p.m. on 20 March 2012 and up to 5:00 p.m. the following day, after which no assignments will be accepted.
9. If you fail to follow these instructions carefully, the IMM Graduate School of Marketing cannot accept responsibility for the return of the assignment. It may even result in your assignment not being marked.

Results will be available on the IMM GSM website, www.immqsm.ac.za, on Friday, 4 May 2012.

SPECIFIC INSTRUCTIONS:**READ THE FOLLOWING AS BACKGROUND INFORMATION WHEN ANSWERING THE QUESTIONS IN THE ASSIGNMENT**

In what many view as a highly controversial decision, the South African Competition Tribunal recently decided to give *Wal-Mart Stores Inc.* the green light to merge with African retailer *Massmart Holdings Ltd.* Although the deal is said to be worth in the region of \$2.4 billion, Congress of South African Trade Unions (COSATU) has expressed direct opposition to it, stating that it will result in many job losses in South Africa. Adding to this, SACCAWU has indicated that Wal-Mart's entry into the local market will not only lead to job losses, but also "put suppliers out of work".

QUESTION 1 [35]

Write an essay in which the issue of staffing by the new entrant, Wal-Mart, to the local market is discussed. Provide an indication of the importance of good staffing decisions, the danger of placement errors, and different staffing strategies available to the management of the new market entrant. Considering COSATU's opposition to Wal-Mart entering into the local retail market, indicate which staffing strategy may be seen as the most responsible staffing decision available to Wal-Mart.

QUESTION 2 [35]

Within most organisations a distinction can be made between the rights and duties of employers and employees. Write an essay in which you provide a detailed discussion of both these sets of roles as they are encountered in the workplace. In addition to discussing these roles, provide an overview of how employment relations policies need to be utilised to ensure a mutually beneficial relationship.

QUESTION 3 [20]

A decision by the South African Competition Tribunal, will allow Wal-Mart to operate in South Africa; two conditions have, however, been set for this to happen:

- Five-hundred-and-three workers retrenched by Massmart must be reinstated
- All agreements negotiated by the trade unions in Massmart must be honoured for three years.

COSATU has, however, expressed its "grave disappointment" at the Competition Tribunal's decision, and indicated "there is no guarantee that this notoriously anti-union company will continue to respect negotiated agreements after the three years are up".

Consider the above statements and write a short essay to discuss the issues to be considered if Wal-Mart were to do as COSATU fears; i.e. effect staff dismissals based on operational requirements. Your short essay needs to contain an overview of Section 189 of the Labour Relations Act, make mention of the amendments to this

Section, and conclude by considering how Wal-Mart may possibly use the stipulations of Section 189 of the Labour Relations Act to dismiss staff on future operational requirements considerations.

PRESENTATION [10]

ASSIGNMENT TOTAL: 100