

QUESTION 1

You have recently been employed in a struggling medium-size business as their very first Human Resources (HR) Manager. In your first week you evaluated the HR position within the business and picked up some critical problems:

- A number of employees have been accused of inappropriate behaviour while others are clearly performing below expectation. However, senior management is uncertain what to do as they are worried about union action and the Labour Relations Act.
- There is a high turnover rate within the business and the following were some of the reasons cited:
 - I don't really enjoy this line of work
 - The position given me doesn't really suit my strengths
 - The work I am now doing was not what I was led to believe I would be doing in the job advertisement and my interview
 - Management picks on me
 - I see no real chance of future promotion
 - The pay is below the industry standard

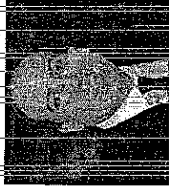
Write a report to senior management in which you explain your plans for rectifying the labour problems the business faces. Whatever courses of action you plan to take make sure you explain your reasoning thoroughly.

50 marks

QUESTION 2

You have just been made CEO of a South African public company that is growing steadily. You have heard that Muthar Kent is touring the Coca-Cola factories in South Africa and you wish to pick his brains on leadership in the modern macro environment. You have done your research on the man and have discovered the following on the Coca-Cola International website:

Leading the Industry & Refreshing the World Responsibility



Since our first soda fountain sales in 1897, we have been a driver of marketplace innovation and an investor in local economies. Today we lead the beverage industry with over 450 brands – including four of the world's top-five sparkling brands. But while our business opportunities are enormous, our commitment to our consumers and the communities in which we operate is even greater.

Muthar Kent, our president and chief executive officer, leads us into the new century with a firm commitment to the values and spirit of the world's greatest brand. In our journey to become a sustainable, profitable growth company, our management structure has evolved to shape an external focus on the marketplace with greater speed, productivity and effectiveness.

Excerpt taken from <http://www.thecoca-colacompany.com/our-company/leadership.html>

Based on your own knowledge of current business trends, Coca-Cola and the excerpt above write up an interview that you would have had with Kent in which you asked him for his thoughts on:

- Leadership and management
- Some of the macro environment pressures that Coca-Cola (South Africa) has to face
- Practical, relevant and specific methods that Coca-Cola (South Africa) might use to deal with at least three of these macro environment pressures

20 marks