

HRM2602

(496692)

May/June 2013

HUMAN RESOURCE MAINTENANCE AND RETENTION

Duration 2 Hours

70 Marks

 EXAMINERS ·
 FIRST
 SECOND

 MRS N TAKAWIRA
 MS M SUKDEO

Closed book examination

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This paper consists of 23 pages plus instructions for completing the mark-reading sheet and an attendance register

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INSTRUCTIONS

- 1 A **mark-reading sheet** has been included in this paper. The paper consists of two sections, section A and section B. Section A must be completed on the mark-reading sheet and section B on the paper in the space provided. You must hand in the **mark-reading sheet** together with your examination paper. Please note that **all information on the mark-reading sheet must be completed in PENCIL**.
- 2 Read the instructions and questions in this paper carefully.
- 3 Write legibly.
- 4 Encircle the number of each question you complete in section B on the cover of the examination paper in the column ("*Question No*") dedicated for this purpose. See example below.

Question No	1		2	
Section A				
Section B				
→ ①				
②				
3				

- 5 There is a page included for your convenience in the middle of the exam paper. Use this included page to do rough work.

SECTION A – MULTIPLE-CHOICE QUESTIONS (COMPULSORY)

1 The following are all methods of appraising performance, except for the method

- 1 factor comparison
- 2 category rating
- 3 comparative
- 4 narrative

2 Which of the following refers to the performance management process?

- a. relies on a once a year formal review
- b. is a continuous process
- c. concerns all members of the organisation
- d. concerned with individual performance
- e. concerned with both individual and team performance

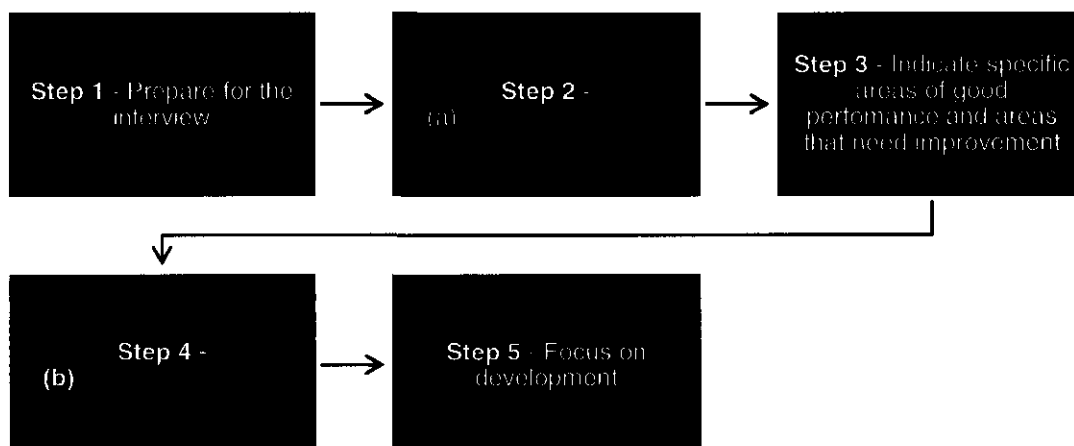
Choose the correct option

- 1 a, b and e
- 2 b, c and e
- 3 a, c and d
- 4 a, d and e

3 During the end of year performance appraisal process, your manager, Mrs Tolerant, rates some employees in your department as good performers without having any formal discussions with any of you. Which rating error does Mrs Tolerant make when she rates the employees in your department?

- 1 Halo effect
- 2 Rater bias
- 3 Central tendency
- 4 Leniency

4 The performance appraisal interviews generally comprise the following steps



[TURN OVER]

Please refer to the options below and choose the option that reflects the correct missing words in the steps above

- 1 (a) State the purpose of the interview, (b) Invite participation
 2 (a) Introduce the parties to the interview, (b) Invite suggestions and comments
 3 (a) State the purpose of the interview, (b) Discuss corrective steps
 4 (a) Discuss method used for appraisal, (b) Invite participation
- 5 "Mr Tough, the supervisor acts as judge and jury, and needs to persuade Tom to change his behaviour in a prescribed manner" To which type of appraisal interview does his interviewing technique refer?
- 1 the tell and sell approach
 2 the problem-solving approach
 3 the tell and listen approach
 4 the listen and sell approach
- 6 Whether employees conduct career planning through a course or seminar or through formal career counselling, the first step is the assessment of _____
- 1 personal interests, salary, skills and abilities
 2 personal interests, aims, skills and hobbies
 3 personal interests, salary, skills and aims
 4 personal interests, aims, skills and abilities
- 7 Employees generally progress through four career stages. Each stage is characterised with its own set of opportunities, problems and circumstances - the needs of employees change as they pass from one stage to the next Which of the following is the correct order of the four career stages?
- a establishment
 b advancement
 c withdrawal
 d maintenance
- Choose the correct option
- 1 a, b, c and d
 2 a, b, d and c
 3 a, c, d and b
 4 a, c, b and d
- 8 Joseph has reached the highest position he can possibly obtain within his organisation and has no prospect of being promoted due to the restructuring of his company and the lack of his skills This process can be referred to as _____
- 1 career plateau
 2 career ladder
 3 career problems
 4 career crisis
- 9 The development of the production division of B&T Motor manufacturers resulted in opening a new warehouse The compliance of the safety measures within this new warehouse is of utmost importance Therefore, the Health and Safety committee has developed a training course to suite B&T's manufacturing environment. Which of the following training course will suite the B&T's manufacturing environment?
- 1 Employee education
 2 Management development

[TURN OVER]

- 3 Specific training
4 Specific general training
- 10 You are the training and development officer of a provincial branch of a retail clothing store. Select the correct order in which you will apply the phases of the systems approach to T&D?
- a needs assessment
b training delivery
c training design
d. evaluation
- Choose the correct option
- 1 a, b, c and d
2 a, b, d and c
3 a, c, b and d
4 a, c, d and b
- 11 Ntombi is nervous after being promoted to senior HR administrative assistant, as she feels she does not have sufficient experience in working on the SAP system. Bianca, her manager, convinces Ntombi that she will be fine as she will be trained to work on the system by Bianca herself. Which T&D technique will be appropriate for training Ntombi?
- 1 Job instruction training
2 On-the-job training
3 Job rotation training
4 In-house training
- 12 In order to rectify the imbalances of the past and the resulting shortages of skilled manpower, the South African government embarked on a number of initiatives. The following Acts relate to addressing the serious skills shortages in companies **except**
- 1 National Qualifications Framework Act
2 Skills Development Act
3 Employment Equity Act
4 Skills Development Levies Act
- 13 Johan's organisation offers all employees on management level food services as part of their total remuneration package. That is, Johan is provided daily with morning tea snacks and lunch. This type of compensation is a/an _____ reward
- 1 intrinsic
2 direct
3 non-financial
4 extrinsic
- 14 In large, established companies, members of top management are paid differently from mid-level and lower-level managers. In general, executives' pay package includes **ONE** of the following
- 1 base salary, commission, annual bonus and long-term incentives
2 benefits and perquisites, commission, annual bonus and long-term incentives
3 long-term incentives, base salary, annual bonus, benefits and perquisites
4 base salary, commission, annual bonus, benefits and perquisites
- 15 GMR & Sons offers all their sales assistants compensation based on their performance during the month. It was agreed that 10% of the total sales will be paid to the sales assistants. Anita sold a total of R50 000 worth of goods in October and is therefore compensated with R5000. This form of compensation is called _____
- 1 gain sharing

[TURN OVER]

- 2 commission
- 3 individual incentive plans
- 4 piece-rate pay

16 Shona is an HR manager at a small accounting firm and he is busy with the process of job evaluation because the firm is experiencing financial problems and is looking at retrenching some employees. The firm needs to determine the relative worth of jobs within the company to decide which employees to retrench. The job evaluation method he is considering has the major advantage that it is fast and easy to complete, is relatively inexpensive and easy to explain. This method has the disadvantage that it is limited to smaller organisations, it assumes equal intervals between jobs, and it is highly subjective. Which job evaluation method is Shona considering?

- 1 Job classification method
- 2 Job ranking method
- 3 Point method
- 4 Factor comparison method

Question 17 and 18 are based on the following scenario:

XYZ Manufacturing employs approximately 200 staff members on their shop floor. Management of XYZ Manufacturing has recently developed a health and safety policy for their factory environment and thus requires to employ health and safety representatives.

17 How many representatives will they require for the 200 staff members?

- 1 three
- 2 one
- 3 two
- 4 four

18 Once a month, management and the health and safety representatives will hold a health and safety meeting. One of the objectives of this meeting is to remind representatives of their duties. Which one of the following options is **NOT** a duty of a health and safety representative?

- 1 Fine employees who are found guilty of contravening the health and safety policy.
- 2 Review the effectiveness of health and safety measures.
- 3 Identify potential hazards and potential major incidents at the workplace.
- 4 Consult with inspectors at the workplace and accompany them on inspections.

19 Harry is a newly appointed manager of the marketing division in his organisation. Ever since his promotion, he barely has time to have lunch, let alone casually chat to his staff. Although he is constantly stressed about meeting his deadlines, he feels a great intrinsic satisfaction with the work that he does. Harry's condition is related to _____.

- 1 burnout
- 2 distress
- 3 stress
- 4 eustress

20 Which of the following is **NOT** a component of a successful employee assistance programme (EAP)?

- 1 Confidentiality
- 2 Lenient disciplinary procedures
- 3 Separate location
- 4 Insurance coverage

- 21 In a Diversity Management meeting, the HR manager had to present the pros and cons of implementing an effective Diversity Management programme within the organisation. Line management had to be convinced that investing a large sum of money in this programme would not only benefit the organisation by complying with legislation and affirmative action policies, but also benefit the organisation as a whole. The following options refer to reasons why organisations promote diversity management **except**:
- 1 attracting and retaining the best talent
 - 2 promoting greater productivity
 - 3 utilising all people to the minimum
 - 4 developing advanced creativity and problem-solving
- 22 Which of the following legislations were introduced in response to diversity management?
- a Labour Relations Act
 - b Commission for Conciliation, Mediation and Arbitration
 - c The Constitution of the Republic of South Africa
 - d. The Employment Equity Act
- Choose the correct option:
- 1 a, b and d
 - 2 a, c and d
 - 3 a, b and c
 - 4 b, c and d
- 23 Following a grievance case in which an aggrieved employee felt discriminated against because of his/her disability, the diversity management team decided to send all staff members on diversity management awareness training. Which one of the following diversity awareness training was used for the group to openly explore statements that one group may make about another?
- 1 Perceptual differences
 - 2 Values clarification
 - 3 Personalising experiences
 - 4 Exploring cultural assumptions
- 24 Maria is a single parent who is finding it difficult to balance her work and family life, that is attending to her two adolescent children. Therefore, she arranges a meeting with her direct supervisor, Tom, to discuss the possibility of a flexitime work arrangement. Tom agrees to this arrangement on condition Maria agrees to his sexual advances. What type of harassment is described in the above scenario?
- 1 Quid pro quo harassment
 - 2 Hostile environment harassment
 - 3 Can't take it anymore harassment
 - 4 Hostile harassment
- 25 _____ is a behaviour, knowledge, skill or capability, which describes the expected performance in a particular work context.
- 1 Technical competency
 - 2 Competency
 - 3 Organisational capabilities
 - 4 Core competency

- 26 Employers use competency-based rewards to _____
- 1 motivate people, increase workforce flexibility, change people behaviour and promote competition
 - 2 motivate people, increase workforce flexibility, increase competition and access job progression
 - 3 motivate people, increase competition, change people behaviour and decrease workforce flexibility
 - 4 motivate people, increase workforce flexibility, change people behaviour and access job progression
- 27 Which model of virtual workplace arrangements relates to teams involving customers, suppliers and/or producers who come together to manage work collaboratively?
- 1 Frontline
 - 2 Telecommuting
 - 3 Cyberlink
 - 4 Technology
- 28 Management of TC Technologies is concerned about the wasted commuting time and office space for its employees. They decide to implement virtual work arrangements with a group of employees having specialised skills for a specific purpose with measurable outputs. The team then decides to meet once a month and work in subgroups to complete their individual outputs. Which one of the following teams did TC Technologies use to implement the virtual workplace arrangement?
- 1 Service team
 - 2 Project team
 - 3 Process team
 - 4 Virtual team
- 29 Robert is the CEO of a South African car manufacturing company. The company has a workforce of 200 employees. He instils faith, respect and trust amongst his staff and he also respects the opinion of others. Robert's leadership style is called _____
- 1 flexible leadership
 - 2 charismatic leadership
 - 3 courageous leadership
 - 4 respectful leadership
- 30 Which one of the following statements about leadership versus management is **NOT** true?
- 1 Leadership involves planning and budgeting whereas management involves creating a vision and strategy
 - 2 Leadership focuses on inspiring and motivating followers whereas management focuses on producing and selling goods and services.
 - 3 Leadership involves creating change whereas management involves maintaining stability
 - 4 Leadership involves acting as a coach or facilitator whereas management involves acting as a boss

[TOTAL FOR SECTION A = 30 MARKS]

[TURN OVER]

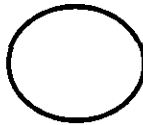
SECTION B - ESSAY QUESTIONS (COMPULSORY)

Please note: Answer **TWO** of the three questions from this section in the space provided. Please use headings and subheadings and make sure that your handwriting is legible. **Encircle the numbers of the questions you answer on the cover page of the examination paper. See example below:**

Question No	1		2	
Section A				
Section B				
①				
②				
3				

→

Question 1 (20 marks)



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1 1 Your friend, Jane, visited you as usual. However, you notice that she looks troubled and worried. You insist that she opens up and share her worry with you. She tells you that her performance appraisal will take place on the following day, and that she hates this appraisal activity. Jane says she does not understand why her organisation always wastes time on this activity, because she does not see what benefits this performance appraisal brings to either her or the organisation. She also adds that she feels this activity is too formal and finds it boring. She further mentions that, in some cases, employees do not receive any feedback after this activity. It appears that this activity is only carried out as a matter of formality.

Explain the purpose and objectives of the performance appraisal to help Jane to understand the importance of the performance appraisal activity (10)

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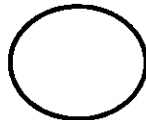


[TURN OVER]

1 2 Jimmy is a training consultant for an HR outsourcing company. An Accounting Firm approached him to deliver leadership and management training for their board of directors to improve their leadership and management skills. Jason decides to use "away-from-the-job" training, because he feels that these directors' jobs are very stressful and training would be more successful away from their working environment as it will enable them to focus only on the training.

Briefly discuss any **five** appropriate methods that Jimmy can use for this training session
(10)

Question 2 (20 marks)



← **Students should not write in this space**



2.1 Linda and Tommy have been married for 6 years and have three children. They both are medical doctors and work long hours at Umlazi Hospital in a rural town. They are currently facing potential conflicts over their career paths and the division of family responsibilities.

As the HR practitioner you advise couples with their dual-career problems. Explain to management the characteristics of effective programmes to assist dual-career couples on how to overcome their career-related challenges (10)

[TURN OVER]

2.2 Employee assistance programmes (EAPs) have had a broader and more comprehensive approach to helping employees identify and solve their personal problems, regardless of the cause. EAP professionals tend to agree on what components are essential for a successful programme.

Briefly discuss the **five** essential components of effective EAPs

(10)



3.2 Diversity awareness training seeks to motivate employees to recognise the worth and dignity of everyone in the workplace and treat them with respect

In light of the above statement, identify and briefly discuss **five** exercises that management may use in diversity training (10)



[TOTAL FOR SECTION B = 40 MARKS]

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CHECKLIST	✓
Did you complete all the multiple-choice questions and the two essay questions?	
Did you complete all your personal particulars on the cover of the examination paper?	
Have you placed your completed mark-reading sheet into the examination paper?	
Have you encircled the numbers of the TWO questions you completed in section B of the paper on the cover of the examination paper?	

[TURN OVER]

