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**HRM2602 (482230)**

OCTOBER/NOVEMBER 2014

**HUMAN RESOURCE MAINTENANCE AND RETENTION**

STUDENT NUMBER									

IDENTITY NUMBER									

**FOR USE BY EXAMINATION INVIGILATOR**

Module

Number of paper

Date of examination

Question no.	Marks*	
	Examiners	
	1	2
Section A*		
Section B		
1		
2		
3		
Total for section B	4	0
Total for paper		

*\*Please note that the mark for section A, the total for the paper and the final exam mark will not be written on the paper, although all these components as well as the year mark (if applicable) will be considered*

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**HRM2602** ( 482230) October/November 2014

**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 24 pages, instructions for completing the mark-reading sheet, and an attendance register

**INSTRUCTIONS – READ THESE CAREFULLY**

- 1 The paper consists of two sections section A and section B A **mark-reading sheet** has been included
- 2 Answer **all** the questions in section A **on the mark-reading sheet** Use a **pencil** Hand in the mark-reading sheet **with your examination paper**.
- 3 Write your answers to the questions in section B **in the space provided on the examination paper** itself **You should write your answers in pen** Please write neatly Section B contains **three** questions, of which you must answer **two** On the cover of the examination paper, draw a circle round the numbers of the questions in section B that you have answered – here is an example to help you

<b>Question no.</b>	<b>1</b>		<b>2</b>	
Section A				
Section B				
→ (1)				
(2)				
3				

- 4 There are two pages for rough work at the end of the examination paper

**SECTION A – MULTIPLE-CHOICE QUESTIONS ANSWER ALL THE QUESTIONS IN THIS SECTION.****Fill in your answers on the mark-reading sheet. Use a PENCIL.****Questions 1 to 3 are based on the following scenario**

It is lunchtime and Lerato is sitting in the cafeteria. She looks very disheartened. She has just had her performance appraisal interview and her supervisor indicated during the interview that there are numerous areas where she is not meeting performance expectations. However, the only specific comment her supervisor mentioned was, "I am pleased to hear that you work well with your co-workers." She tells her colleague Sean that the supervisor rated her performance as a two (2), out of five (5). Sean replies, "But my supervisor does things differently. She explains exactly what you did right and where you went wrong. That helps me to stay on track. She actually suggested that I am next in line for promotion and she will arrange training to help improve communication with co-workers when Mr Moloto retires in three months' time."

1 The supervisor told Lerato, "I am pleased that you work well with co-workers." Which of the following performance criteria is used by the supervisor?

- 1 critical incident criteria
- 2 trait-based criteria
- 3 behaviour-based criteria
- 4 results-based criteria

2 "She actually suggested that I am next in line for promotion and she will arrange training to help improve communication with co-workers when Mr Moloto retires in 3 months' time." Which of the following objectives of performance appraisal is the supervisor referring to?

- a compensation decisions
- b placement decisions
- c staffing decisions
- d direction for future performance

Choose the correct option

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

3 If the supervisor rated Lerato high on all items because she works well with her co-workers, this is a \_\_\_\_\_ rating error

- 1 halo effect
- 2 rater bias
- 3 strictness
- 4 leniency

4 The following depicts a performance appraisal interview conducted by Boss:

Boss, the line manager, developed a list of items according to the performance goals to appraise Bunny's performance. During the appraisal interview, Boss tells Bunny specific areas need improvement. He then thanks Bunny for attending the appraisal interview and asks him to go back to his work station. Which of the following steps of the performance appraisal interview did Boss omit?

- a state the purpose of the interview
- b invite participation
- c prepare for the interview
- d specify areas of good performance and areas for improvement

**[TURN OVER]**

- e focus on development

Choose the correct option

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

- 5 The HR manager informs management that he recommends the \_\_\_\_\_ performance appraisal method, because it has clearer standards, provides feedback to appraisees, and is relatively consistent and reliable
- 1 management by objectives (MBO)
  - 2 behaviourally anchored rating scale (BARS)
  - 3 paired comparison
  - 4 critical incidents

**Questions 6 to 8 are based on the following scenario:**

Brand Telecommunications employs 600 employees of which 200 are women. The organisation is experiencing a turnover of young women because they feel that their supervisors are not supportive and caring, which causes them to face anxiety and uncertainty regarding their performance potential and competency. Some of the women who have resigned also indicated that they are finding it difficult to continue working as they do not get support for family responsibilities from their husbands. The HR manager decides to develop a career management plan to retain and promote women to management positions.

- 6 Which career stage is represented in the above scenario?
- 1 withdrawal
  - 2 maintenance
  - 3 advancement
  - 4 establishment
- 7 The young women lack experience with conflict resolution. To help solve career-family crises, the organisation should provide \_\_\_\_\_ to help the women to manage their careers.
- 1 assistance for dual-career couples
  - 2 dual-career audits
  - 3 special recruitment policies
  - 4 dual-career policies
- 8 Brand Telecommunications intends to facilitate the women's progression of jobs in a specific occupational field by ranking from highest to lowest based on level of responsibility and pay.
- This kind of career planning is known as \_\_\_\_\_
- 1 career evaluation
  - 2 career ladder
  - 3 integrating plans
  - 4 career advancement
- 9 The following are benefits gained from a career management programme **except** \_\_\_\_\_
- 1 satisfying employee needs
  - 2 enhanced motivation
  - 3 employment equity
  - 4 assured employment

[TURN OVER]

- 10 You are the training and development (T&D) officer at a provincial branch of a retail clothing store. There is conflict among staff and high levels of absenteeism. To address this problem they will embark on training the staff. Choose from the list below the purpose of the T & D in this case.
- 1 updating employees' skills
  - 2 solving organisational problems
  - 3 improving performance
  - 4 improving technical skills
- 11 Management requires of their managers to participate in activities designed to identify their job-related strengths and weaknesses for developmental purposes. Which of the following T&D techniques will be appropriate for this exercise?
- 1 management games
  - 2 simulation
  - 3 assessment centre
  - 4 behaviour modelling
- 12 Which of the following is **not** part of the aim of the Skills Development Act?
- 1 improving the quality of life for workers
  - 2 facilitating access to career progression
  - 3 promoting self-employment
  - 4 improving productivity in the workplace

**Questions 13 to 16 are based on the following scenario**

Brandon is the owner of a small business called Print Mecca in Johannesburg, which has been in operation for 27 years. Print Mecca prints and distributes a weekly newspaper. Brandon employs 50 staff members in different capacities. Brandon feels that the company has always paid good salaries and the workers have nothing to complain about. Lucy, the manager, informs him that some of the staff members are threatening to go on strike if they are not awarded a large enough salary increase this year. A few of the employees also threatened to resign or embark on a go-slow if he does not give in to their demands.

- 13 Which of the following compensation objectives would help Brandon to deal with this situation?
- 1 motivating employees and legislative considerations
  - 2 legislative considerations and retaining talented employees
  - 3 legislative considerations and attracting talented employees
  - 4 motivating employees and retaining talented employees
- 14 If Brandon has used a time-based pay system in the past five years, and now considers implementing a performance-based pay system, which of the following systems will be suitable for newspaper vendors?
- 1 piece-rate
  - 2 standard hour plan
  - 3 commissions
  - 4 merit pay
- 15 You are Brandon's friend and you work as an HR manager for a large company. He approaches you to help suggest a job evaluation method for Print Mecca. You then suggest the \_\_\_\_\_ because it is easy to keep current as jobs change, it is detailed and specific and employees generally accept it.
- 1 job classification method
  - 2 point method
  - 3 factor comparison method
  - 4 job ranking method

[TURN OVER]

- 16 Which of the following benefits should Brandon provide to his employees as required by law?
- retirement benefits
  - medical and life insurance benefits
  - unemployment insurance
  - compensation for injuries and diseases
- Choose the correct option
- a and d
  - b and d
  - b and c
  - c and d
- 17 Which of the following duties of the employers to their employees does the Occupational Health and Safety Act lay down to prevent accidents in the mining industry?
- eliminate hazards and provide safe systems of work, plant and machinery
  - use the prescribed safety equipment where it is required
  - give information to an inspector from the Department of Labour should it be required
  - report an incident that may influence health or cause an injury
- 18 \_\_\_\_\_ would help address rising health cost and the poor fitness and health of employees
- Wellness programmes
  - Employee assistance programmes
  - Assistance for dual-career couples
  - Management support
- 19 Jimmy is an accounts clerk at Unisa. Which of the following work-related difficulties would he experience as a result of intoxication, in his position as an accounts clerk?
- accidents and injuries of other employees
  - reduced contact with co-workers and supervisors
  - poor judgement and bad decisions
  - inconsistent performances in terms of outputs
- 20 Lunga is beginning to sense a loss of his feelings of security and adequacy at work. He also has feelings of helplessness, desperation and disappointment. These are signs that he suffers from \_\_\_\_\_
- stress
  - burnout
  - distress
  - eustress

**Questions 21 and 22 are based on the following scenario:**

Makah is the personal assistant to the director in a public service department. She is married with two young children and her husband is unemployed. The director has been making sexual advances and requesting sexual favours. Makah has indicated on each occasion that she finds this behaviour offensive, but the director has continued to harass her, to the extent that the situation is affecting her work performance and is creating an intimidating work environment. On several occasions, Makah has considered reporting the sexual harassment to the HR manager, but has not done so.

- 21 Which of the following could be the reasons why Makah is not willing to report her director?
- the need for a future reference
  - the fear of losing her job

[TURN OVER]

- c the assumption that the situation will change if the harassment is not reported
- d the possibility of being considered a troublemaker

Choose the correct option

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

- 22 According to Makah's experience of sexual harassment, which one of the following statements is **not** a part of the definition for quid pro quo harassment?

- 1 the harasser's conduct is tantamount to blackmail
- 2 the employee is forced to choose between acceding to sexual demands or losing employment
- 3 it represents a breach of trust and an abuse of power
- 4 sexual harassment is the creation of a hostile, abusive or offensive atmosphere for the victim

- 23 Following a grievance case in which an aggrieved female employee complained that a male colleague laughed at her and called her a cry-baby during a conflict situation, the diversity management team decided to send all staff members on diversity management awareness training. Which one of the following diversity awareness training programmes could be offered to look into statements that one group may make about another?

- 1 perceptual differences
- 2 values clarification
- 3 personalising experiences
- 4 exploring cultural assumptions

- 24 \_\_\_\_\_ work against people's individuality and limits their potential, whereas \_\_\_\_\_ reinforces one's own sense of superiority to the members of the group

- 1 Stereotyping, prejudice
- 2 Assimilation, stereotyping
- 3 Prejudice, assimilation
- 4 Stereotyping, generalisation

- 25 Norah, an industrial psychologist, has been asked by an organisation to assess the municipal bus drivers' ability to read tickets and count the correct amount of change for passengers, to determine training and development needs. Norah has been asked to assess \_\_\_\_\_ competencies

- 1 organisational
- 2 functional/technical
- 3 basic
- 4 abstract

- 26 Employers use competency-based rewards to \_\_\_\_\_

- a motivate people and encourage better performance
- b increase workforce flexibility
- c increase competition and access job progression
- d change people's behaviour and access job progression

Choose the correct option

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

- 27 Sun Financial Investments is an established company with a staff complement of 120. Management is considering a work arrangement that eliminates wasted commuting time, improves work/life balance and reduces expensive office space for insurance consultants.

Which of the following work arrangement models with the above benefits is Sun Financial Investments considering?

- 1 frontline model
  - 2 telecommuting model
  - 3 cyberlink model
  - 4 technology model
- 28 The HR professional in the virtual organisation should have the following roles **except** for that of \_\_\_\_\_
- 1 coach
  - 2 leader
  - 3 manager
  - 4 facilitator
- 29 Which of the following roles refers to a person who takes charge and guides the performance or activities of individuals?
- 1 HR manager
  - 2 leader
  - 3 mentor
  - 4 coach
- 30 Which one of the following statements about the difference between leadership and management is **not** true?
- 1 Management involves planning and budgeting, whereas leadership involves creating a vision and strategy
  - 2 Leadership focuses on inspiring and motivating followers, whereas management focuses on producing and selling goods and providing services
  - 3 Leadership involves creating change, whereas management involves maintaining stability in the organisation
  - 4 Management involves acting as a coach or facilitator, whereas leadership involves acting as boss

[SUBTOTAL: SECTION A = 30 MARKS]

[TURN OVER]



**SECTION B – ESSAY QUESTIONS.**

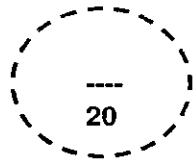
**ANSWER ANY TWO OF THE THREE QUESTIONS IN THIS SECTION. REMEMBER TO INDICATE ON THE COVER OF THIS EXAMINATION PAPER WHICH QUESTIONS YOU HAVE ANSWERED.**

**Write your answers in the space provided in the examination paper. You should write in pen.**

Please note: Answer any **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)



← Students: Please do not write in this space.

Question 1 1

Jobola Furniture is a newly-based, medium-sized furniture manufacturing company in Gauteng that specialises in office and household furniture. It is that time of the year when they have to conduct performance interviews with their employees. Most of the employees are not willing to attend these interviews as they feel negative about it. However, the HR department is in the process of introducing a new performance management system. Designing and implementing the new performance management system is going to be a challenge for the organisation, as the previous system was unpopular among employees and negative feelings about the way they were assessed lingered.

- 1 1 1 As an HR consultant, write a report to the staff at Jobola Furniture advising them on the major purposes and general objectives of conducting a performance appraisal at their company (10)
- 1 1 2 Advise the management of Jobola Furniture on any **two (2)** common rater errors that they can avoid in order to ensure a fair performance appraisal (4)

Question 1 2

Mr Moosa, a successful business man, has recently opened a filling station called Moosa's Petrol Depot in Pretoria. The compliance of the safety measures within this new petrol depot is of utmost importance. 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. Discuss any **six (6)** duties to be performed by health and safety representatives at Moosa's Petrol Depot (6)

[TURN OVER]























## Question 3.2



Angela is the director of human resources for a global company in the United States. She needs to set up a weekly two-hour virtual meeting for a global team of which the members are based in New York, the United Arab Emirates, Switzerland, China and Australia. Due to the time differences her work requires from her to get up in the middle of the night to participate in virtual meetings via Skype. She resents this, especially because she had just had a baby and has only been back from maternity leave for three months. Some of her team members are complaining about the meeting times interfering with their work/life needs and that she is not performing well in this virtual work arrangement.

- 3.2.1 Identify and explain the most appropriate form of virtual work arrangement that Angela is involved in. (6)
- 3.2.2 Briefly describe the profile of a successful worker in the above virtual work arrangement which Angela may have to adopt in order to be effective. (4)

[TURN OVER]











PART 1 (GENERAL/ALGEMEEN) DEEL 1

STUDY UNIT e.g. PSY100-X  
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INITIALS AND SURNAME  
VOORLETTERS EN VAN

3

DATE OF EXAMINATION  
DATUM VAN EKSAMEN

4

EXAMINATION CENTRE (EG. PRETORIA)  
EKSAMENSENTRUM (BY PRETORIA)

5

UNIQUE PAPER NO  
UNIEKE VRAESTEL NR


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9


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For use by examination invigilator  
Vir gebruik deur eksamenopsiener

IMPORTANT

- USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
- MARK LIKE THIS 
- CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
- ENTER YOUR STUDENT NUMBER FROM LEFT TO RIGHT
- CHECK THAT YOUR STUDENT NUMBER HAS BEEN FILLED IN CORRECTLY
- CHECK THAT THE UNIQUE NUMBER HAS BEEN FILLED IN CORRECTLY
- CHECK THAT ONLY ONE ANSWER PER QUESTION HAS BEEN MARKED
- DO NOT FOLD

BELANGRIK

- GEBRUIK SLEGS 'N HB POTLOOD OM HIERDIE BLAD TE VOLTOOI
- MERK AS VOLG 
- KONTROLEER DAT U VOORLETTERS EN VAN REG INGEVUL IS
- VUL U STUDENTENOMMER VAN LINKS NA REGS IN
- KONTROLEER DAT U DIE KORREKTE STUDENTENOMMER VERSTREK HET
- KONTROLEER DAT DIE UNIEKE NOMMER REG INGEVUL IS
- MAAK SEKER DAT NET EEN ALTERNATIEF PER VRAAG GEMERK IS
- MOENIE YOU NIE

PART 2 (ANSWERS/ANTWOORDE) DEEL 2

1	e1	e2	e3	e4	e5	36	e1	e2	e3	e4	e5	71	e1	e2	e3	e4	e5	106	e1	e2	e3	e4	e5
2	e1	e2	e3	e4	e5	37	e1	e2	e3	e4	e5	72	e1	e2	e3	e4	e5	107	e1	e2	e3	e4	e5
3	e1	e2	e3	e4	e5	38	e1	e2	e3	e4	e5	73	e1	e2	e3	e4	e5	108	e1	e2	e3	e4	e5
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22	e1	e2	e3	e4	e5	57	e1	e2	e3	e4	e5	92	e1	e2	e3	e4	e5	127	e1	e2	e3	e4	e5
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25	e1	e2	e3	e4	e5	60	e1	e2	e3	e4	e5	95	e1	e2	e3	e4	e5	130	e1	e2	e3	e4	e5
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27	e1	e2	e3	e4	e5	62	e1	e2	e3	e4	e5	97	e1	e2	e3	e4	e5	132	e1	e2	e3	e4	e5
28	e1	e2	e3	e4	e5	63	e1	e2	e3	e4	e5	98	e1	e2	e3	e4	e5	133	e1	e2	e3	e4	e5
29	e1	e2	e3	e4	e5	64	e1	e2	e3	e4	e5	99	e1	e2	e3	e4	e5	134	e1	e2	e3	e4	e5
30	e1	e2	e3	e4	e5	65	e1	e2	e3	e4	e5	100	e1	e2	e3	e4	e5	135	e1	e2	e3	e4	e5
31	e1	e2	e3	e4	e5	66	e1	e2	e3	e4	e5	101	e1	e2	e3	e4	e5	136	e1	e2	e3	e4	e5
32	e1	e2	e3	e4	e5	67	e1	e2	e3	e4	e5	102	e1	e2	e3	e4	e5	137	e1	e2	e3	e4	e5
33	e1	e2	e3	e4	e5	68	e1	e2	e3	e4	e5	103	e1	e2	e3	e4	e5	138	e1	e2	e3	e4	e5
34	e1	e2	e3	e4	e5	69	e1	e2	e3	e4	e5	104	e1	e2	e3	e4	e5	139	e1	e2	e3	e4	e5
35	e1	e2	e3	e4	e5	70	e1	e2	e3	e4	e5	105	e1	e2	e3	e4	e5	140	e1	e2	e3	e4	e5

Specimen only