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HRM2602 (482230)

OCTOBER/NOVEMBER 2014

HUMAN RESOURCE MAINTENANCE AND RETENTION

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*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

WARNING

- A candidate who, without authorisation, takes into the examination venue any book, document or object which could assist him or her in the examination, and does not hand over such material to the invigilator before the official commencement of the examination, will be guilty of infringing the University's examination regulations and will be liable to punishment as determined by Council
- 2 Rough work may be done only on the examination question paper and must be labelled as such. See the insert at the end of the paper.
- No notes may be made on any part of the body, such as the hands, or on any garment
- This paper is the property of the University and under no circumstances may the candidate retain it or take it out of the examination venue

NB: PLEASE COMPLETE THE ATTENDANCE REGISTER ON THE BACK PAGE, TEAR IT OFF, AND HAND IT TO THE INVIGILATOR.





HRM2602

(482230)

October/November 2014

HUMAN RESOURCE MAINTENANCE AND RETENTION

Duration 2 h

2 Hours

70 Marks

EXAMINERS

FIRST

MRS N TAKAWIRA MS M SUKDEO

Closed book examination

This examination question paper remains the property of the University of South Africa and may not be removed from the examination venue.

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.
- 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

- Question no.	是数据是是	2 2
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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 funchtime 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."

- 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
- 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

	е	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	meth	HR manager informs management that he recommends the performance appraisal nod, because it has clearer standards, provides feedback to appraisees, and is relatively instent and reliable
	1 2 3 4	management by objectives (MBO) behaviourally anchored rating scale (BARS) paired comparison critical incidents
Ques	tions	s 6 to 8 are based on the following scenario:
experior caring complex continuous continuou	riencii g, wh netend nue v ager (ecommunications employs 600 employees of which 200 are women. The organisation is ing a turnover of young women because they feel that their supervisors are not supportive and nich causes them to face anxiety and uncertainty regarding their performance potential and by Some of the women who have resigned also indicated that they are finding it difficult to working as they do not get support for family responsibilities from their husbands. The HR decides to develop a career management plan to retain and promote women to management.
6	Whi	ch career stage is represented in the above scenario?
	1 2 3 4	withdrawal maintenance advancement establishment
7	The orga	young women lack experience with conflict resolution. To help solve career-family crises, the inisation should provide to help the women to manage their careers
	1 2 3 4	assistance for dual-career couples dual-career audits special recruitment policies dual-career policies
8	Brar occu	nd Telecommunications intends to facilitate the women's progression of jobs in a specific upational 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

The following are benefits gained from a career management programme except ____

- satisfying employee needs
 - 2 enhanced motivation

career ladder

integrating plans career advancement

2

3

9

- employment equity
- 4 assured employment

- 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
- Management requires of their managers to participate in activities designed to identify their jobrelated strengths and weaknesses for developmental pulposes. 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 salanes 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.

- 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 ment pay
- 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

- Which of the following benefits should Brandon provide to his employees as required by law?
 - a retirement benefits
 - b medical and life insurance benefits
 - c unemployment insurance
 - d compensation for injuries and diseases

Choose the correct option

- 1 a and d
- 2 b and d
- 3 b and c
- 4 c and d
- 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?
 - 1 eliminate hazards and provide safe systems of work, plant and machinery
 - 2 use the prescribed safety equipment where it is required
 - 3 give information to an inspector from the Department of Labour should it be required
 - 4 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
 - 1 Wellness programmes
 - 2 Employee assistance programmes
 - 3 Assistance for dual-career couples
 - 4 Management support
- Jimmy is an accounts clerk at Unisa Which of the following work-related difficulties would be experience as a result of intoxication, in his position as an accounts clerk?
 - 1 accidents and injuries of other employees
 - 2 reduced contact with co-workers and supervisors
 - 3 poor judgement and bad decisions
 - 4 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
 - 1 stress
 - 2 burnout
 - 3 distress
 - 4 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?
 - a the need for a future reference
 - b the fear of losing her job

	q	the assumption that the situation will change if the harassment is not reported 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	Acc a pa	ording to Makah's experience of sexual harassment, which one of the following statements is no rt of the definition for quid pro quo harassment?
	1 2 3 4	the harasser's conduct is tantamount to blackmail the employee is forced to choose between acceding to sexual demands or losing employment it represents a breach of trust and an abuse of power sexual harassment is the creation of a hostile, abusive or offensive atmosphere for the victim
23	mar Whi	owing a grievance case in which an aggrieved female employee complained that a mal- ague laughed at her and called her a cry-baby during a conflict situation, the diversit agement team decided to send all staff members on diversity management awareness training the one of the following diversity awareness training programmes could be offered to look interments that one group may make about another?
	1 2 3 4	perceptual differences values clarification personalising experiences exploring cultural assumptions
24	own	work against people's individuality and limits their potential, whereas reinforces one's sense of superiority to the members of the group
	1 2 3 4	Stereotyping, prejudice Assimilation, stereotyping Prejudice, assimilation Stereotyping, generalisation
25	unve	h, an industrial psychologist, has been asked by an organisation to assess the municipal busing ability to read tickets and count the correct amount of change for passengers, to determine and development needs. Norah has been asked to assesscompetencies.
	1 2 3 4	organisational functional/technical basic abstract
26	Empl	oyers use competency-based rewards to
	a b c d	motivate people and encourage better performance increase workforce flexibility increase competition and access job progression 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

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]

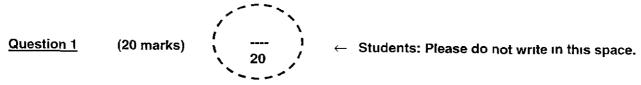
SECTION B - ESSAY QUESTIONS.

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

Question no.	1	2
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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 12

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.

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0.1 What n	ersonal and orga the specific prob	nisational problems do	dual-career couples	s experience? In your answe speriencing in their dual-caree (10)

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trainir he inv	ller is a newly appointed branch manage ig methods have to be employed to train a rolved in on-the-job training as well as traing forward to his new adventure as branch	and develop him ining conducted manager at Aval	in his new role as away from the office on Cinema	ce However, Mr Stiller is
22	As an HR consultant at Avalon Cinenassignments, role-playing, managemen Stiller	na, compile a ro nt games and in	eport explaining h -basket exercises	ow coaching, committee can be used to train Mr (10)
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Question 3.1

Top Hat Printers is a large printing company based in East London and has been in existence for more than 15 years The company has never had a formal leadership development strategy in place. Now the CEO of the company will be retiring in six months and management is reflecting on how to prepare for the future, especially with increased calls for leadership, role clarity, and more delegation of work to employees in addition to this, the leaders need to be trained in certain areas as not all leaders possess the characteristics of a true leader

- As an HR practitioner in the company, recommend any three (3) characteristics leaders need to (3) possess in order to be effective at Top Hat Printers
- 3 1 2 Discuss the responsibilities of a good leader with Top Hat Printers' management

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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
- 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)

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On the cover of the examination paper, have you drawn a circle around the numbers of the two

questions you answered from section B?

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- x2		c12 c21 c31 c41 c	53	70	c13 c2:	133	c42 c5:	ı 4 _{. **} **	105	c13 [2:	1 (3)	:41 (5	2 <u>{</u>	140	בל ב	23 (3)	: [4]	5 5 2 F	~
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