FINAL %	

UNISA

HRM2602 (493638)

OCT/NOV 2016

HUMAN RESOURCE MAINTENANCE AND RETENTION

STUDENT NUMBER									

IDENTITY NUMBER												

FOR USE BY EXAMINATION INVIGILATOR

Question No	Marks Examiners 1		2		3	
Section A*						
Section B						
1						
2						
3						
Total for section B	4	0				
Total						

Subject

Number of paper

Date of examination

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UNIVERSITY EXAMINATIONS

UNIVERSITEITSEKSAMENS

UNISA university of south africa

HRM2602 (493638) October/November 2016

HUMAN RESOURCE MAINTENANCE AND RETENTION

Duration 2 Hours 70 Marks

EXAMINERS
FIRST MR LS MARE
SECOND MRS MY LEROTHOLI

Closed book examination

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This paper consists of 25 pages, instructions for completing the mark-reading sheet and a cover page

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 If you answer more than two questions in section B, only the first two questions will be marked** On the cover of the examination paper, draw a circle around the numbers of the questions in section B that you have answered – here is an example to help you

→

Question no	1		2	
Section A				
Section B				
1				
2				
3				

4 There are two pages for rough work at the end of the examination paper Rough work will not be marked

[TURN OVER]

SECTION A – MULTIPLE-CHOICE QUESTIONS

ANSWER ALL THE QUESTIONS IN THIS SECTION

Fill in your answers on the mark-reading sheet. Use a PENCIL.

1 Which of the following realities refer to the changing face of career management?

a Regular promotion
b Maintenance of employability
c Individual career management
d Predictable job moves
e Transferable skills

Choose the correct option

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

2 Linda is an HR manager in a large financial institution She is married with an 11-year-old daughter Her husband is also a professional with a very demanding job and arrives home after 20 00 almost daily. She is left with no choice but to attend parent evenings alone or watch her daughter play hockey matches on her own This is a typical _____ problem of couples in dual-career partnerships

1 Lack of experience with conflict resolution
2 Reluctance to approach the company
3 Conflicting alternatives
4 Family versus work

3 Mr Thabaseng is the HR manager of The Company and he is busy with the yearly performance appraisal process He is an outcome-driven manager and is focussed on what was accomplished or produced rather than how it was accomplished or produced Which type of performance criteria is he focussed on?

1 Trait-based criteria
2 Behaviour-based criteria
3 Results or outcome-based criteria
4 Personality-based criteria

4 Which performance appraisal method provides clearer standards and feedback and seems to be relatively consistent and reliable in that different raters' appraisals of the same person tend to be similar?

1 Behavioural anchored rating scales (BARS)
2 Management by objectives
3 The critical incident method
4 The ranking method

5 Individual career planning is important and the following steps should be included

a Formulating a career management policy and framework in the organisation
b Assessing personal interests, aims, skills and abilities
c Collecting information about existing and future opportunities in an organisation
d Developing a strategy to achieve career goals

Choose the correct option

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

6 What is the process called of evaluating how well employees perform their jobs when compared to a set of standards, and then communicating that information to the employees?

1 Promotion management
2 Performance appraisal
3 Performance management
4 Incentive management

7 The HR manager of a chain of retail stores recruited one financial manager and two marketing and communications managers Which of the following training activities identify analytical, problem-solving skills, job-related strengths and weaknesses of the above positions?

1 Management games and in-basket exercises
2 Wilderness training and in-basket exercises
3 Assessment centre and management games
4 In-basket exercises and assessment centre

8 Which three of the following are the training and development (T&D) issues that are receiving the highest priority in the twenty-first century?

a Quality improvement programmes
b Customer service programmes
c Change management programmes
d Technological change-related programmes
e Efficacy enhancement programmes

Choose the correct option

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

9 Which one of the following facilitates access to education, training and career paths, and is also organised as a series of levels of learning achievement known as level descriptors?

1 Skills Development Amendment Act (37 of 2008)
2 National Qualifications Framework Act (67 of 2008)
3 Sector Education and Training Authorities (SETAs)
4 Skills Development Levies Act (9 of 1999)

10 What are systematic efforts to improve individuals' knowledge or skills for purposes of personal growth or future jobs and/or roles called?

1 Training
2 Development
3 Education
4 Learning

11 Job evaluation is a systematic determination of the relative worth of a job within the organisation Which one of the following is not a general method to collect information for job evaluation?

1 Paired comparison
2 Factor comparison
3 Peromnes
4 Patterson

12 Dalinda has been appointed as the departmental manager of the distribution department in a large warehouse She has been informed by the general manager that she needs to report on the training and development (T&D) needs within her department What are some of her other responsibilities as a manager, with regard to T&D?

a Provides technical information
b Coordinates T&D efforts
c Monitors T&D needs
d Conducts and monitors continuing on-the-job T&D
e Prepare T&D materials

Choose the correct option

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

13 Which plan is a perquisite provided for the protection of executives in the event of their company being acquired by *another for reasons* such as a acquisition or a merger?

1 Stock option plan
2 Gain sharing plan
3 Employee stock ownership plan
4 Golden parachute plan

14 T&D becomes _____ in the following cases

- When it develops essential employee capabilities that are linked to the organisation's strategic plan
- When it encourages adaptability to change
- When it promotes ongoing learning in the organisation
- When it creates and disseminates new knowledge throughout the organisation and facilitates communication and focus

Choose the correct option

1 operational T&D
2 functional T&D
3 strategic T&D
4 promotional T&D

15 Thabo is the newly appointed financial manager of a large organisation He wants to design a compensation system for the organisation, because it still functions on an old-fashioned system Which one of the following is **NOT** an objective of a compensation system that Thabo needs to keep in mind?

1 Attract good/talented employees
2 Retain good/talented employees
3 Motivate employees
4 Comply with company culture

16 Which of the following are suggestions on how to integrate Generation X and Y employees into the workforce?

a Explain to them how their work contributes to the bottom line
b Treat them as sophisticated consumers
c Don't provide access to innovative technology that is too complex
d Consider traditional benefits and compensation strategies
e Offer opportunities for community involvement

Choose the correct option

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

17 _____ is a physical or mental impairment that substantially limits one or more major life activities

1 Frailty
2 Disability
3 Disorder
4 Incapacity

18 Mr Jones is the general manager or Peckers, a large grocery store He is not in favour of appointing people with disabilities, because he feels that co-workers will be uncomfortable with colleagues with disabilities and their productivity will be negatively affected This is one of the common misconceptions that exist about people living with disabilities Which one of the following is **NOT** a common misconception?

1 They do not have the right skills
2 They are too costly to employ
3 They are difficult to work with personally and will scare off clients
4 Getting information on how to hire people with disabilities is time consuming and complicated

19 _____ is a general state of physical, mental and emotional well-being, and _____ is protecting the physical well-being of people

1 Health, safety
2 Safety, health
3 Wellness, security
4 Health, wellness

20 Which of the following is regarded as some of the interrelated factors or stressors and consequences that cause stress?

a Pressure at work
b Not enough social interaction
c Burnout
d An inability to organise and manage your time and work effectively
e Too high standard of living or working

Choose the correct option

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

21 Programmes designed to help employees overcome personal problems ranging from substance abuse to stress and burnout as well as family and financial problems and it may include their emotional wellbeing, are called _____

1 Career Improvement Programmes
2 Employee Development Programmes
3 Employee Assistance Programmes
4 Support and Development Programmes

22 According to extensive research, identifying employee competencies is a critical lever to produce performance excellence within an organisation because

a Competencies can integrate management practices
b Competencies can distinguish and differentiate the organisation
c Competencies are inborn
d Competencies are measurable
e Competencies are trait-based

Choose the correct option

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

23 There are three common tests used to determine an organisational core competency Which one of the following is **NOT** such a common test?

1 It must be capable of developing new products and services, and must provide potential access to a wide variety of markets
2 It must add value to the community it serves
3 It must make a significant contribution to the perceived benefits of the end product
4 It should be difficult for competitors to imitate

24 According to research, the main reasons why employers use competency-based rewards are to

a Motivate people and to encourage better performance
b Minimise costs and maximise rewards
c Increase flexibility amongst the workforce
d Change employee behaviour
e Give employees access to job progression
f Give employee access to training and development opportunities

Choose the correct option

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

25 Which of the following are some of the core commonalities of virtual organisations?

a Virtual organisations are characterised as those organisations in which the short nature of relationships with partners are salient
b In the virtual organisation, the core business activities are reduced, leaving the partners to focus on some of the key business functions
c Virtual organisations are goal driven, not profit driven
d The core (or central organisation) is connected with the partners through technology
e Virtual organisations tend to be characterised as flexible, and their structure as transitory and fluid

Choose the correct option

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

26 Mohammed has been recruited to be part of a virtual team put together to design a new website for BASA, a large banking group He and his group of members came together for the duration of this specific mission The team has decided to hold formal meetings on a weekly basis and then work together in subgroups to complete their individual modules Which type of virtual team is Mohammed part of?

1 Project team
2 Service team
3 Process team
4 Task team

27 Melissa fulfils the role of _____ in the virtual organisation where she works In the fulfilment of this role, she makes change happen and sustains that change, she builds and coaches teams, she brings together resources, focuses attention and makes sure that decisions are made quickly and accurately, and she ensures that action occurs within teams, organisations and alliances

1 HR architect
2 HR designer
3 HR facilitator
4 HR leader

28 For the HR function to remain competitive, it has to change and develop itself on an on-going basis What is this process called?

1 Strategic change
2 Transformation
3 HR development
4 Change management

29 Rodd has been promoted from regional manager to the CEO of a South African car manufacturing company The company has a workforce of 1 000 employees Which of the following will be the focus of his leadership as the new CEO?

a to influence people
b to control organisational resources
c to provide a shared purpose
d to delegate authority
e to take personal responsibility

Choose the correct option

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

30 You are a CEO of a small IT company You conduct all of the processes of leadership largely by means of electronic channels such as emails, the company's website, a weekly blog, and also by dealing with a virtual workforce – you don't have offices, all the employees work from home Which type of leadership is this?

1 E-leadership
2 Internet-mediated leadership
3 Technology driven leadership
4 New age leadership

[TOTAL FOR 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 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 the example below

Question no	1		2	
Section A				
Section B				
1				
2				
3				

Question 1 **(20 marks)** ---- 20 ← **Students: Please do not write in this space.**

Themba and Mary have three children, aged 14, 12 and 10 Themba works as a financial advisor at PMD Financial Services, and Mary works as a marketing manager at JMP Enterprises Themba's position requires extensive working hours and a lot of travelling Both parents need to work to sustain a good standard of living and to ensure that their children receive a good education This situation proves to be a difficult one in their daily lives

1 1 Organisations are faced with a large and growing number of dual-career couples Identify and explain the personal and organisational problems that Themba and Mary could be facing in their current situation (10)

10

1 2 Discuss an effective programme that Themba and Mary's employers can institute to help them with their problems (10)

10

Question 2 **(20 marks)** ---- 20 ← **Students. Please do not write in this space.**

2 1 Michael was appointed as a chef in a large restaurant He has been performing below standard, messing up orders, burning food and taking too long with preparation of the food He is occasionally absent or late for work Some of the waiters also suspect that his frequent mood-swings, when he swears at the waiters and the manager, can be related to a drinking problem
You are the owner of the restaurant What are the possible causes of Michael's poor performance that you should consider and what can you do to help him to improve his performance? (10)

10

2 2 Katso Mothiba, the line manager at Buang Communications Networks, realises that he should have submitted the performance appraisal report of his unit to the departmental manager His unit comprises ten technicians He quickly sends an e-mail to the departmental secretary, requesting her to send him a list of names of all the technicians in his unit When he receives this information, he prints the document and goes home That night Katso gives everyone in his unit a high evaluation rating

Identify and discuss the rating error that Katso has committed In your discussion you also have to refer to Katso's probable motives and the possible impact that such a rating may have on the technicians (6)

2 3 The ten technicians in Katso Mothiba's unit reflect a diverse group of South Africans Four of them are Blacks, two are Whites, two are Coloureds, and two are from the Indian group They all have a variety of IT-related skills and their combined years in the IT field add up to fifty years work experience

Identify and discuss the diversity dimensions as reflected in Katso's unit (4)

4

Question 3 **(20 marks)** ---- 20 ← **Students. Please do not write in this space.**

3 1 You are Brandon's friend and you work as an HR manager for a large company He approaches you for help and asks you to explain to him how one determines how much a person in a specific job should be paid (5)

---- 5

3 2 Training and development (T&D) is a complex system and if it is to add value and contribute to the organisation's bottom line, it has to be strategic How would you describe strategic T&D? (5)

5

3 3 Because of the social and organisational ramifications of AIDS, a proactive organisational policy addressing the rights of AIDS victims and the training of co-workers is necessary Polokwane Steelworks, however, is reluctant to come to grips with the AIDS issue because of the fear and anxiety it provokes Discuss the possible economic and morale costs of Polokwane Steelworks' failure to deal with the AIDS issue (5)

3 4 The cyberlink model can be seen as the ultimate virtual workplace arrangement The core of the cyberlink model consists of virtual teams As XYZ Technologies is planning to expand globally by following the virtual team strategy, it can learn from the experience of other companies who followed the same approach Which factors contribute to the success of virtual teams? (5)

5

[TOTAL FOR SECTION B = 40 MARKS]

CHECKLIST	✓
Have you answered all the multiple-choice questions and two of the three essay questions?	
Have you filled in all your details on the cover of the examination paper?	
Have you placed your completed mark-reading sheet inside the examination paper?	
On the cover of the examination paper, have you encircled the numbers of the two questions you answered from section B?	

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ROUGH WORK

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EXAMINATION MARK READING SHEET — EKSAMEN-MERKLEESBLAD

PART 1 (GENERAL/ALGEMEEN) DEEL 1

STUDY UNIT e g PSY100 X / STUDIE EENHEID bv PSY100 X — 1

INITIALS AND SURNAME / VOORLETTERS EN VAN — 3

DATE OF EXAMINATION / DATUM VAN EKSAMEN — 4

PAPER NUMBER / VRAESTELNOMMER — 2

EXAMINATION CENTRE (E G PRETORIA) / EKSAMENSENTRUM (BV PRETORIA) — 5

STUDENT NUMBER / STUDENTENOMMER — 6, 7

UNIQUE PAPER NO IE / UNIEKE VRAESTEL NR — 8, 9

For use by examination invigilator

Vir gebruik deur eksamenopsiener

IMPORTANT

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

BELANGRIK

1 GEBRUIK SLEGS N HB POTLOOD OM HIERDIE BLAD TE VOLTOOI
2 MERK AS VOLG
3 KONTROLEER DAT U VOORLETTERS EN VAN REG INGEVUL IS
4 VUL U STUDENTENOMMER VAN LINKS NA REGS IN
5 KONTROLEER DAT U DIE KORREKTE STUDENTENOMMER VERSTREK HET
6 KONTROLEER DAT DIE UNIEKE NOMMER REG INGEVUL IS
7 MAAK SEKER DAT NET EEN ALTERNATIEF PER VRAAG GEMERK IS
8 MOENIE VOU NIE

PART 2 (ANSWERS/ANTWOORDE) DEEL 2 — 10

1	36	71	106
2	37	72	107
3	38	73	108
4	39	74	109
5	40	75	110
6	41	76	111
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35	70	105	140

Specimen only