FINAL %	

UNISA university of south africa

HRM2602

OCT/NOV 2017

HUMAN RESOURCE MAINTAINANCE AND RETENTION

STUDENT NUMBER									

IDENTITY NUMBER												

FOR USE BY EXAMINATION INVIGILATOR

Question No	Marks					
	Examiners					
	1			2		
Total						

Subject

Number of paper

Date of examination

Examination centre

WARNING

1 A candidate who without authorisation takes into the examination venue any book, document or object which could assist him 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

3 No notes may be made on any part of the body, such as the hands, or on any garment

4 This page/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 OFF AND HAND TO THE INVIGILATOR

UNIVERSITY EXAMINATIONS

UNIVERSITEITSEKSAMENS

UNISA university of south africa

HRM2602 (483190) October/November 2017

HUMAN RESOURCE MAINTENANCE AND RETENTION

Duration 2 Hours 70 Marks

EXAMINERS
FIRST MS MD KAU
SECOND MRS S ISMAIL

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 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 What is the process called of evaluating how well employee 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 Pncentive management

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

1 Frailty
2 Disability
3 Disorder
4 Incapacity

3 Motlatso is the newly appointed HR manager of Africa's Best, a large consulting organisation Motlatso has noticed that the organisation does not have a diverse workforce, as 90% of the employees are black males He has decided to speak to the CEO and shed some light on the advantages for organisations to embark on a diversity management process Which one of the following is **NOT** such an advantage?

1 Tapping into a range of skills which the organisation never had before
2 Enhancing local and regional competitiveness
3 Enhancing communication and understanding between groups and individuals
4 Promoting greater productivity as a result of employee job satisfaction

4 Dipono is the HR director of Botsefela Cosmetics and Masego has asked him for advice on the type of internal staffing strategy that she should use Dipono advised Masego to implement an internal staffing strategy where employees are placed in the position for which they are most qualified, because this approach is maximally responsive to the individual Which type of internal staffing strategy is Dipono proposing?

1 Vocational guidance strategy
2 Pure selection strategy
3 Compromise staffing strategy
4 Selection ratio strategy

5 Dipono and Masego can follow various approaches towards internal staffing One of these approaches is promotion, which not only entails the upward internal movement of an employee, but usually also involves greater responsibility and authority, and an increased salary and benefits Which one of the following are **NOT** valid criteria that can be used when deciding about which candidates to promote?

1 Seniority
2 Performance

3 Assessment centre results
4 Leadership

6 _____ is the process and sending of HR information by making use of computer networking and the internet

1 Electronic HRM
2 Internet-mediated HRM
3 Technologic HRM
4 Computer driven HRM

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

8 If a manager conducts performance appraisals and is interested in determining how the person works with his/her colleagues and how he/she functions in a team environment, which performance criteria is he focusing on?

1 Trait-based criteria
2 Behaviour-based criteria
3 Results or outcome-based criteria
4 In-basket exercises and assessment centre

9 Mosebudi 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 the preparation of the food You are the owner of the restaurant and you want to determine what the reason for Mosebudi's poor performance is The first step in this process of performance analysis would be to define employee expectations What would the second step be?

1 Identifying personal circumstances
2 Identifying performance barriers
3 Identifying causes of the poor performance
4 Identifying working relations

10 _____ is an error that occurs when a rater's values or prejudices distort the rating of an employee's performance

1 Rater error
2 Stereotyping
3 Rater bias
4 Halo effect

11 _____ is a process whereby people acquire capabilities to aid in the achievement of organisational goals

1 Training
2 Development
3 Education

4 Learning

Read the following scenario and answer questions 12, 13 and 14

Malekola has been appointed as the HR manager of a large accounting firm Her first task is to develop a proper T&D system within the organisation, as the previous HR manager did not keep any records and T&D was not administered or controlled in an appropriate or cost effective way

12 What is the first step Malekola needs to take in the development of a T&D system?

1 Planning
2 Determining the budget
3 Ensuring strategic alignment
4 Conducting a needs assessment

13 Malekola needs to collect certain data during the needs analysis phase The following are all methods that she can use for this purpose, except?

1 Participation
2 Questionnaires
3 Group discussion
4 Advisory committees

14 Also during the first phase of the development of a T&D system, T&D objectives need to be written Which of the following is **NOT** an element of well written T&D objectives?

1 Statement of outcome behavior for example, what the employee will be able to do on completion of T&D
2 Description of the conditions under which the outcome behavior is expected to occur
3 Statement of the minimum level of achievement that will be accepted as evidence that the employee has accomplished what was required
4 Statement of the specific training technique to be used to reach that objective

15 Which of the following is **NOT** a reason why organisations often resort to published wage surveys for information regarding the labour market, rather than conducting their own wage surveys?

1 Published information can be obtained quickly, at low cost and with little effort by the organisation
2 Using an organisation's wage survey may cause problems in cases involving the labour unions
3 Conducting a wage survey in an organisation may affect its employees morale
4 Conducting wage surveys has become a science in recent years, few organisations have personnel capable of undertaking such a task

16 Mamongae is an HR manager at a small accounting firm She 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 she is considering has the major advantage that it is fast and easy, inexpensive and easy to explain Disadvantages to this method are that it is limited to smaller organisations, it assumes equal intervals between jobs, and it is highly subjective Which job evaluation method is Mamongae considering?

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

17 _____ is pay that is based on how many skills employees have or how many jobs they can perform

1 Broadbanding
2 Skills-based pay
3 Merit-based pay
4 Pay grading

18 Mantwa is a sales representative for a large furniture shop in Gamasemola She is compensated on a performance-based pay system whereby she receives 10% of all quarterly sales This type of remuneration is called _____

1 bonus
2 commission
3 salary
4 incentive

19 Sello is a lawyer She overloads herself with work, as she is extremely ambitious and hardworking She has worked herself to the point of workaholism, but after five years she has become exhausted Sello suffers from _____ burnout

1 ambitious
2 frenetic
3 under-challenged
4 worn-out

20 Which of the following is NOT an essential element for an employee assistance programme to be successful?

1 Awareness of the programme
2 Confidentiality
3 Voluntary participation
4 Lenient disciplinary procedure

21 The individual career management process can be divided into various steps Choose from the options below the option that represents the correct sequence of steps

1 (a) assessing interests and abilities, (b) designing goals, (c) achieving career objectives
2 (a) assessing aims and abilities, (b) implementing goals (c) knowledge of existing opportunities
3 (a) assessing skills and abilities, (b) knowledge of existing opportunities (c) developing goals
4 (a) assessing abilities and interests, (b) designing goals (c) knowledge of existing opportunities

22 Mobito, a mobile company in Rankuwa is considering telecommuting of six marketing consultants in an attempt to reduce costs and time spent in traffic Which one of the

following skills is NOT required for a successful telecommuting employee?

1 Time management skills
2 Problem-solving
3 Confidence and satisfaction to work with others
4 Motivation and tendency to over-perform

23 Which type of incentive is at the disposal of employees annually or quarterly as soon as the profit-sharing is calculated, and are paid out as a cash bonus according to a predetermined formula?

1 The deferred plan
2 The distribution plan
3 The combination plan
4 The employee stock ownership plan

24 What is the general duty of the employer outlined in the Occupational Health and Safety Act 85 of 1993? Choose the correct option

1 To ensure balance of employee work/life
2 To ensure, so far as reasonably practicable, the health, safety and welfare of all employees at work
3 To ensure that all employees are provided with adequate equipment to enable them to do their job
4 To review the effectiveness of health and safety measures

25 What are the three phases in the development of a T&D system? Choose the correct option

1 (a) planning, (b) delivery, (c) assessment
2 (a) needs assessment, (b) practical delivery, (c) skills assessment
3 (a) organisational analysis, (b) individual analysis, (c) evaluation
4 (a) needs assessment, (b) design and delivery, (c) evaluation

26 You have been appointed as HR Director of a large law firm which is struggling to retain talent Due to a shortage of skilled employees, the organisation struggles to achieve the results set for the organisation You decide to take a structured approach to retain talent in the organisation Which option represents the correct order of steps to take to maximise your leadership role in retaining talent of the organisation

a Take action
b Set and communicate a strategy
c Customise best practice in HR processes
d Communicate and consult
e Align efforts with the strategic goals
f Measure results

Choose the correct option

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

27 Which one of the following virtual work arrangements allows employees to work away from the office, most frequently at a customer's site?

1 Telecommuting
2 Cyberlinking
3 Front line
4 Virtual team working

28 Wellness programmes _____

1 deal with the poor fitness and health of employees and prevent future health issues
2 deal with psychological problems and are effective when employees participate voluntarily
3 require insurance coverage and deal with substance dependency as well as family problems
4 focus on the effective management of matters related to the physical safety of employees

29 As an HR leader, Mogolo is continuously empowering, encouraging and teaching employees to take risks and to be innovative on an on-going basis Which of the following leadership actions is she focusing on to maximise potential and achieve success in the organisation?

1 Initiating action and developing existing employees
2 Liberating thinking
3 Generating confidence and engagement of workforce
4 Anticipating action

30 During the end-of-year performance appraisal process, your manager rates a staff member in your department as a high performer because this staff member always arrives at work early This staff member is however not a very good worker Which rating error does your manager make in this instance?

1 Halo effect
2 Rater bias
3 Strictness
4 Leniency

[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 pen in the space provided in the examination paper.

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.**

Read the following scenario and answer the questions that follow

1 1 Your friend, Manteku visited you as usual However, you notice that she looks troubled and worried You insist that she opens up and shares 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 Manteku says she does not understand why her organisation always waste time on this activity, because she does not see what benefits this appraisal brings to either her or the organisation She also adds that 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 matter of formality

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

1 2 Employee assistance programmes (EAPs) have a broad and comprehensive approach to helping employees identify and solve their personal problems, regardless of the cause

Briefly discuss the five essential component of an effective EAP (10)

10

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

2 1 Rebotile is an owner of a fashion design business She has employed 15 people in different capacities Rebotile feels that the company has always paid good salaries and the staff members have nothing to complain about Her line manager, Lethabo, informs her that she intends to resign as she feels that the compensation system is not addressing her needs You are Rebotile's friend and you work as an HR manager for a large advertising company

(a) Explain what you understand by compensation (2)

---- 2

(b) Explain to Rebotile the objectives of any compensation system and how she can achieve them (8)

8

(c) Rebotile tells you that she does not know how she can differentiate the worth of jobs in the organisation Discuss the process she can use to determine the value of each job in her organisation (6)

6

(d) Which of the individual incentive plans would you recommend for sewing machine operators? Motivate your answer (4)

4

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

3 1 Batho Pele Bank has been in existence for 10 years and has a total staff component of 187 employees In recent months there has been an increasing number in off sick employees, some of them feel tired when they arrive at work and often cannot cope with their work Paul, who is the manager of the bank, is complaining of being stressed because he must work overtime to cover for his subordinates that are off sick

As the HR manager, suggest any five personal strategies that will assist Paul in controlling his stress levels (10)

10

3 2 Discuss personal and organisational problems of dual-career couples (10)

10

[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?	

©
Unisa 2017

ROUGH WORK: