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UNISA

HRM2602 (473550)

MAY/JUNE 2017

HUMAN RESOURCE MAINTENANCE AND RETENTION

STUDENT NUMBER									

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Question No	Marks Examiners 1		2		3	
Section A*						
Section B						
1						
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Subject

Number of paper

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UNIVERSITY EXAMINATIONS

UNIVERSITEITSEKSAMENS

UNISA university of south africa

HRM2602 (473550) May/June 2017

HUMAN RESOURCE MAINTENANCE AND RETENTION

Duration 2 Hours 70 Marks

EXAMINERS
FIRST MR LS MARE
SECOND MR RA BOIKHUTSO

Closed book examination

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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 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 When dealing with a performance appraisal interview, line managers can include various steps to minimise problems Choose options from the list below in the correct order that represents the aspects to be included in an appraisal interview

a Invite participation
b State the purpose of the interview
c Focus on development
d Indicate specific areas of good performance and areas for improvement
e Prepare for interview

Choose the correct option:

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

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-based criteria
4 Personality-based criteria

4 Failure has been employed as a technician for a large printing company for a year Both the output and the quality of his work are consistently below standard He appears depressed and frequently complains of headaches On the list below, choose the correct option which could be the cause of Failure's performance problems

1 lack of skills and lack of motivation
2 lack of motivation and personal problems
3 personal problems and lack of skills
4 lack of respect for rules and lack of skills

5 Which of the following are benefits of a well-planned and executed career programme?

a employment equity
b satisfying employee needs
c a high rate of employee turnover
d it attracts talent to other organisations
e it solves staffing problems

Choose the correct option:

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

6 When dealing with dual-career couples in organisations, various programmes can help couples with their problems such as language training, assistance with career planning and on-assignment career support Choose the options from the list below that represent an effective programme to help dual-career couples

a dual-career audit
b dual-career partnerships
c special recruitment techniques
d revision of transfer policies
e family partnerships

Choose the correct option:

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

7 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

8 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 and decision-making 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

9 Which of the following are purposes of training and development (T&D) programmes?

a T&D programmes advance personal relationships
b T&D programmes improve performance
c T&D programmes deal with organisational challenges
d T&D programmes resolve conflict among employees
e T&D programmes update the skills of employees

Choose the correct option.

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

10 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)

11 The job evaluation committee are using a method which is detailed and specific, evaluates jobs on a component basis, and check them against a predetermined scale What job evaluation method are they busy with?

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

12 You are the director of human resources and compensation of a large telecommunication company You have decided that employees will only receive a pay increase after a performance appraisal of their work has found that their work performance is on the required standard Which type of pay increase system is applied in this situation?

1 an across-the-board increase
2 a competency-based pay increase
3 a merit increase
4 a broad-banding pay increase

13 With regards to compensation systems, this type of profit-sharing plan is at the disposal of employees annually or quarterly as soon as the profit-sharing is calculated, and are paid out in a cash bonus according to a predetermined formula Which type of organisational incentive does this refer to?

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

14 Saddika is the HR manager of a medium-sized IT company The company follows a managerial approach to job stress within the organisation where managers identify potential problems that may become serious stressors and take steps to reduce or eliminate them They use surveys and employee/group interviews in this process Which approach is this?

1 Preventive management
2 Management by objectives
3 Maintaining a productive culture
4 Controlling the physical environment

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

1 Frailty
2 Disability
3 Disorder
4 Incapacity

16 _____ 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

17 The knowledge, skills and abilities that underlie effective or successful job performance, which are observable, measureable and distinguish superior from average performance, are known as _____

1 individual-based competency
2 competences
3 capabilities
4 specific competencies

Questions 18 and 19 are based on the following scenario:

Brain University now employs more women and most of them are young mothers who are finding it difficult to balance their work and family life During a management meeting, Penda, a line manager in one of the departments, complains that he is getting too many requests from young mothers to leave work early to collect their children from day care He then adds, *"If they want to have babies, why not stay at home After all, women with babies belong at home, not in the workplace "* The room goes quiet and three women walk out of the meeting

18 Which of the following diversity issues reflect Penda's statement about young mothers?

1 stereotyping stems from the primary dimensions of diversity
2 assimilation stems from the primary dimensions of diversity
3 stereotyping stems from the secondary dimensions of diversity
4 assimilation stems from the secondary dimensions of diversity

19 Based on Penda's statement, which of the following diversity training exercises can be used to enhance diversity management at Brain University?

1 perceptual differences
2 problem-solving case studies
3 values clarification
4 personalising experiences

20 South Africa has a diverse workforce The workforce comprises different _____, which include black, Coloured, Indian, Asian, and white people who are classified according to common traits and customs

1 population groups
2 culture groups
3 ethnic groups
4 race groups

21 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 based on personality traits

Choose the correct option:

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

22 According to research, what are the main reasons why employers use competency-based rewards?

a It motivates people and encourages better performance
b It minimises costs and maximises rewards
c It increases flexibility amongst the workforce
d It changes employee behaviour
e It gives employees access to job progression
f It gives employees access to training and development opportunities

Choose the correct option on the following page

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

23 Making the shift to a competency-based HR focus involves three major phases namely planning and discovery, _____ and implementation

1 strategic architecture
2 development
3 strategic planning
4 deliberation

24 _____ is a planned systematic and comprehensive managerial process for developing an organisational environment in which all employees, with their similarities and differences, can contribute to the strategic and competitive advantage of the organisation, and where no-one is excluded on the basis of factors unrelated to productivity

1 Diversity management
2 Diversity planning
3 Diversity strategising
4 Managing employment equity

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 In a virtual workplace, you find three forms of virtual work arrangements Which of the following is **NOT** a virtual work arrangement?

1 Telecommuting - people work away from the office, often at home
2 Mobi-commuting - people work away from the office, but are linked via head phones on a constant basis
3 Frontline - people work away from the office, most frequently at a customer's site
4 Cyberlink - teams of people (employees, customers, suppliers) are linked to the same process in a virtual space

27 Online Sharing & Trading is 'n large virtual organisation Vusi has been appointed as the chief negotiator for Online Sharing & Trading's yearly wage negotiations Which of the following are regarded as important rules that Vusi need to keep in mind when negotiating in a virtual environment?

a If there are other parties present in a virtual negotiation – each party must keep to their own agendas
b Avoid virtual "flaming" if you have to express emotion, label the emotion clearly so the other knows what it is and what caused it
c Don't assume turn-taking, it is impossible to synchronise offers and counter-offers
d Be sensitive to "entrenchment" in virtual negotiations and talk about it if it is happening
e While it may be easier to use unethical tactics in a virtual negotiation, the consequences of doing so may be more severe

Choose the correct option

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

28 _____ is the processing 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

29 Sally is the supervisor of her unit She is the person who takes charge and guides the performance and activities of her subordinates Sally is a _____

1 follower
2 manager
3 leader
4 supervisor

30 _____ is the attainment of organisational goals in an effective and efficient manner through planning, organising, staffing, directing and controlling organisational resources, and _____ is the process of influencing people within an organisational context to direct their efforts toward particular goals

1 Management, leadership
2 Leadership, management
3 Control, management
4 Control, 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.**

In the new world of work, employees are required to take personal responsibility for defining their own employment goals and aspirations and to make themselves employable

1 1 Describe employability and identify the typical employability attributes (10)

10

1 2 Describe the factors that determine the success of an organisation's career management efforts (10)

10

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

2 1 Due to the fact that training and development (T&D) is a complex system, it is essential to link it to the organisation's objectives, goals and business strategies, if it is to add value to the bottom line This process is known as strategic T&D

Discuss the four major stages of a strategic T&D plan (8)

8

2 2 Mean Constructions has recently appointed Mrs Moneta as the HR director Due to the growth of the organisation, new posts have been created, employees have been sent for training to upgrade their competencies, and there has been massive recruitment of new employees *Mrs Moneta has now been requested by management to revisit* the compensation design and to implement a new compensation system

What should be Mrs Moneta's objectives with the new compensation system? (8)

8

2 3 Wellness programmes are designed to assist employees with their overall health

Identify the most common wellness activities which are offered by employers (4)

4

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

3 1 MJ Automobiles assemble Mercedes Benz vehicles for distribution to car dealers country-wide With government involvement, the diversity of the workforce has increased from 18% to 50% Management is concerned about the turnover rate of production employees New employees cannot be trained fast enough Overtime costs alone are causing a major budget problem for departments Even the recruitment of new employees seems to be in trouble Disgruntled employees have spread the word that the company does not value the differences among work groups There is no overt discrimination, but there is certainly an undercurrent that is affecting productivity Management has requested you, the HR manager, to look into the above problems and report back to them

Explain how MJ Automobiles could have avoided this crisis (7)

7

3 2 A pharmaceutical company in South Africa currently employs ten sales representatives Management have decided that the sales representatives do not need to be office bound and have approved their working-from-home arrangement The company, however, requires the sales representatives to be at the office for their weekly sales meeting and a monthly video conference held with the owners in Honolulu Mateo hears about this arrangement and wishes he had an opportunity to work from home, but as a store manager, it might not be possible

3 2 1 Identify and explain the new work arrangement at the pharmaceutical company (2)

2

3 2 2 It seems as if Mateo would also like to work from home Explain why you think he will not be able to make such an arrangement work (3)

3

3 3 Kgosi took over the position as CEO from the founder and owner of Polokwane Select, a furniture company He kept the company on track and maintained the profit levels However, a new furniture company entered the market and Kgosi realised that things had to change He called a meeting with all supervisors and employees and asked for their input on what needs to be done to improve success of the company After gathering all the input, he formed a strategic planning committee to conduct research into the company's external environment, opportunities and constraints He regrouped the employees to have experts in various functions working together on various tasks This resulted in groups becoming empowered to make decisions without the approval of management Kgosi also implemented an open door policy and invited the employees to come and talk to him if they have any suggestions or any problems they would like to discuss By the end of 2015, Kgosi was proud to announce to his employees that the profit of Polokwane Select increased by 143% and that he anticipates larger growth in the years to come

Is Kgosi a manager or a leader? Give reasons for your answer and provide examples from the case study (8)

8

[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