

HRM2602 (481264) SECOND PAPER

May/June 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 26 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					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.****Questions 1 to 3 are based on the following scenario:**

Linda is an extremely hard-working employee and she has been employed with Brains Trade for nearly ten years. She has moved up the corporate ladder and now holds a managerial position where she is responsible for retail outlets in three provinces in South Africa. Linda attends monthly strategic meetings at the head office in Pretoria. She has built up her regions over a period of five years from a turnover of only R1 8 million to a total of over R11 6 million in her region. Her manager Mavis has recently noticed that Linda does not seem happy any more. She calls Linda to her office and Linda tells her that she feels depressed, she really works hard every day but it feels like nothing she does is worthwhile. She also has been struggling with lung infections on a regular basis. Linda also suffers from headaches and Mavis has noticed that she has started drinking lots of coffee and is taking regular smoke breaks. Linda's manager thus suggests that she takes two weeks' leave, but Linda believes that leave will not improve the situation. She says, "Nothing will help, my only option is to resign as I cannot carry on like this, I am picking up weight and I do not have time to exercise and I am too exhausted!"

Question 1

What is probably the root cause of the symptoms that Linda is experiencing?

- 1 Demotivation
- 2 Employee burnout
- 3 Job stress
- 4 Physical stress

Question 2

Which of the following may be the cause of Linda's condition?

- 1 Unclear job expectations and monotonous work
- 2 Work environment that is not structured
- 3 Job expectations that are clear or extremely demanding
- 4 High-pressure work environment

Question 3

Employer healthcare programmes are designed to help employees overcome personal crises.

Which one of the following programmes would help Linda overcome the problems she is experiencing?

- 1 Wellness and substance abuse programmes
- 2 Wellness programmes and addiction in the workplace
- 3 Employee assistance and wellness programmes
- 4 Substance abuse and smoking in the workplace

[TURN OVER]

Question 4

To safeguard the relationship between performance and motivation, which benefits both the organisation and the employee, the organisation must provide the following

- a Accurate appraisal
- b Merit evaluation
- c Performance rewards
- d Staffing decisions
- e Supervisor feedback

Choose the correct option.

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

Question 5

In the delivery of training and development programmes it is important to primarily become familiar with the basic principles of adult learning. Which of the following are specific principles of adult learning?

- a Motivation
- b Feedback
- c Application
- d Participation
- e Repetition

Choose the option from the list below that reflects all the principles.

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

Question 6

An organisational department needs to teach one new clerical employee how to run various computerised machines. Which one of the following would be the most appropriate training and development technique?

- 1 Programmed instruction
- 2 Job rotation
- 3 Simulation
- 4 Role-playing

Question 7

Management is concerned about the high turnover of bank clerk recruits. Mr Wise, the HR manager, is asked to address these problems. Select from the list below the most appropriate type of technique to conduct a training needs assessment.

- 1 Skills test and assessment centres
- 2 Exit interviews and performance appraisals
- 3 Assessment centres
- 4 Exit interviews and assessment centres

Question 8

Your organisation has approved the position for a training and development (T & D) professional. As the HR manager, which one of the following sets of skills would you consider when hiring a T & D professional?

- 1 Power, relationship, technical and entrepreneurial skills
- 2 Power, relationship, strategic and entrepreneurial skills
- 3 Power, relationship, conceptual and entrepreneurial skills
- 4 Power, relationship, managerial and entrepreneurial skills

Questions 9 to 12 are based on the following scenario:

Mila is the HR manager of a large mining company. During a management meeting the director expresses concern about the grievances lodged by employees concerning the performance appraisal (PA) system. More specifically, employees feel that the performance appraisal process is biased. There is a loss of employee morale, and the interview process is one-sided as the supervisors always tell them to improve their performance. Mila has been given three months to review the performance appraisal system.

Question 9

Which of the following steps should Mila and her team follow in reviewing the performance appraisal system for the organisation?

- a Train supervisors
- b Discuss appraisal with employees
- c Determine performance requirements
- d Choose an appropriate appraisal method
- e Discuss method with employees
- f Appraise according to job standards

Choose the correct option indicating the steps to review the performance appraisal system

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

[TURN OVER]

Question 10

Performance appraisal systems are designed to do more than fulfil some evaluative and developmental objectives. More specifically, Mila and her team will want the PA system reviewed do the following, **except** _____

- 1 help determine merit pay increases and bonuses
- 2 rank employees according to performance standards
- 3 comply with employment equity legislation
- 4 be easy to administer

Question 11

The _____ problem can be minimised by training supervisors to recognise that all jobs – even routine or low-level jobs – require the application of many different skills and behaviours and that it is not unusual for employees to perform well in some areas and less effectively in others

- 1 leniency
- 2 recency
- 3 halo
- 4 rater

Question 12

Mila is preparing a PowerPoint presentation to train supervisors on the performance appraisal interview format. After the slide “indicate the areas of good performance and areas for improvement”, the next slide is _____

- 1 to communicate evaluation and persuade employee to improve performance
- 2 to communicate future performance goals
- 3 to make decisions concerning promotion
- 4 to invite participation

Question 13

In the _____ career stage, individuals devote more time to leisure and family. Frustration, stress and boredom may also characterise this stage

- 1 establishment
- 2 maintenance
- 3 withdrawal
- 4 advancement

Question 14

Which one of the following statements describes the new approach to careers?

- 1 Skills are transferable and the essence of a career is multidirectional
- 2 Skills are organisation-specific and the essence of a career is dynamic
- 3 Skills are transferable and the essence of a career is linear
- 4 Skills are stable and the essence of a career is steep

Questions 15

Portia has been working in a private hospital as a professional nurse for 20 years. She tells you that there are few opportunities for promotion and no future prospects of being promoted. Portia feels frustrated, irritable and comes to work late. She also blames herself for not having taken the opportunity offered by management for further qualifications. Portia is experiencing problems of

- 1 career demotion
- 2 career dynamism
- 3 career ladder
- 4 career plateau

Question 16

Which one of the following should Portia do first before making an appointment with the career counsellor?

- 1 Develop a strategy to achieve career goals
- 2 Assess her personal interests, aims, skills and abilities
- 3 Collect information about existing and future opportunities in the organisation
- 4 Attend a career planning course

Question 17

This is a programme that is designed to assist employees with their overall health with the aim of preventing health issues in the future. This definition relates to _____ programmes.

- 1 safety
- 2 employee assistance
- 3 wellness
- 4 healthcare

Questions 18 and 19 are based on the following scenario:

You have been employed as the employee wellness practitioner. Following a needs assessment at individual level, you establish that there is a need for health-risk assessment, nutritional counselling, stress management, smoking cessation programmes and blood pressure screening. Furthermore, you decide to make a presentation to management in an effort to increase awareness about the consequences of a stressful work environment.

[TURN OVER]

Question 18

Which of the following components of a wellness programme will achieve behavioural change?

- a Self-action
- b Job security
- c Insurance coverage
- d Awareness
- e Follow-up and support

Choose the correct option:

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

Question 19

In your PowerPoint presentation to management, which of the following will you include as factors contributing to stress?

- a Poor communication systems
- b Inability to delegate tasks
- c Unrealistic expectations of self
- d Lack of clarity and agreement
- e Realistic job performance
- f Confidence and a good self-esteem

Choose the correct option:

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

Question 20

Melinda has recently been employed as the HR officer in a manufacturing plant. She is a very friendly person and employees find it easy to speak to her about work issues. She is concerned about the frequent complaints from employees relating to injuries in one of the production plants. As stipulated by the Occupational Health and Safety Act 85 of 1993, who should she report to about the employees' complaints?

- 1 Employer
- 2 Advisory Council for Occupational Health and Safety
- 3 Health and safety committees
- 4 Health and safety representatives

Question 21

The job evaluation committee has analysed 400 jobs of a bank to determine their relative worth using a job ranking method. Employees are threatening to go on strike in reaction to the inappropriateness of this method. Which of the following issues should the job evaluation committee have considered before using the job ranking method?

- a The method is highly subjective
- b The method is easy to keep current as jobs change
- c It is detailed and specific
- d It is difficult to explain to employees
- e It works best in smaller organisations when only a few jobs need to be evaluated

Choose the correct option.

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

Question 22

A compensation method that collapses many pay salary grades into a few wide bands in order to improve organisational effectiveness. This definition relates to the _____ compensation method.

- 1 skill-based
- 2 broadbanding
- 3 green circle
- 4 time-based

Question 23

The following serve as guidelines for incentive plans, **except**

- 1 set base pay equal to the norm for comparable jobs on the market
- 2 provide quick feedback to group or individual performance
- 3 keep the incentive formula and process straightforward
- 4 provide bold incentives for everyone

Question 24

Johanna is a training and development (T&D) professional. She has been contracted to address problems of productivity, absenteeism, accidents and turnover at the Macula Construction Company. Management is concerned about the increased legal expenses, benefits paid to injured employees and high turnover costs. _____ needs analysis will assist Johanna to assess absenteeism at the company.

- 1 Operations
- 2 Organisational
- 3 Individual
- 4 Person

[TURN OVER]

Question 25

When dealing with performance in organisations, supervisors must distinguish performance problems resulting from the lack of critical skills or from low morale. Choose options from the list below that represent the aspects of ineffective performance resulting from organisational policies and practices.

- a Inability to perform in the job
- b Unclear reporting relationships
- c Excessive workload
- d Ineffective employment practices
- e Lack of job skills
- f Insufficient job training

Choose the correct option:

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

Question 26

When conducting performance appraisals, _____ objectives are used to assess the effectiveness of recruitment, selection and placement systems, and _____ objectives encompass providing feedback and motivation for future performance.

- 1 developmental, evaluative
- 2 evaluative, developmental
- 3 developmental, behavioural
- 4 evaluative, behavioural

Question 27

Which one of the following performance appraisal methods is used by appraisers to describe the employees' performance specifying examples of strengths and weaknesses?

- 1 Critical incidents
- 2 Annual review file
- 3 Management by objectives
- 4 Essay method

Question 28

Mina is the HR officer at Creative Designers and he is busy with the organisation's yearly performance appraisals. He is not an objective rater because he lets factors that are not related to employees' job performance like sexual orientation, religion and family responsibilities, influence his ratings. For example, he rated a single mother very low, because she had to leave work briefly to pick up her son, who was not feeling well, from the creche. Which rater error is Mina guilty of?

- 1 Primacy effect
- 2 Strictness
- 3 Rater bias
- 4 Central tendency

[TURN OVER]

Question 29

Rick works for a bank that is based in Durban. His wife is a pharmacist and owns a pharmacy. He receives a phone call from top management based in Johannesburg informing him of his promotion as branch manager in Johannesburg. Rick's excitement is turned to sadness when his wife refuses to relocate to Johannesburg. What kind of dual-career couple problem are Rick and his wife facing?

- 1 Family versus work
- 2 Conflicting alternatives
- 3 Career advancement
- 4 Establishment phase

Question 30

_____ is a long-term process, spanning an employee's entire working career with adjustments in career paths and enabling career progression.

- 1 Career development
- 2 Traditional career
- 3 Career ladder
- 4 Boundaryless career

[TOTAL FOR SECTION A = 30 MARKS]

[TURN OVER]

SECTION B – ESSAY QUESTIONS

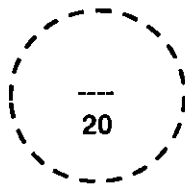
ANSWER ANY TWO OF THE THREE QUESTIONS IN THIS SECTION. REMEMBER TO INDICATE ON THE COVER OF THIS EXAMINATION PAPER WHICH QUESTIONS YOU HAVE ANSWERED

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 the example below

Question no	1	2
Section A		
Section B		
①		
②		
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Question 1 (20 marks)



← Students: Please do not write in this space.

ABD Bank is in the process of filling three receptionist positions. The selection panel have interviewed a number of people and have compiled a list of three possible candidates. However, they do not see eye to eye on the matter. During a heated argument the following matters arise from the conversation

- Differences in race and gender - one black woman, one white woman and a black man
- Two of the selection panel feel that they are not bound by the Employment Equity Act as the bank is privately owned
- One of the panel members argues that women are better at the job even though the man seemed quite in touch with his feminine side

1 1 Does the Employment Equity Act apply to ABD Bank? Give reasons for your answer (6)

[TURN OVER]

[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?	

[TURN OVER]

