



FACULTY OF MANAGEMENT
FINAL WRITTEN SUPPLEMENTARY ASSESSMENT

**DEPARTMENT OF INDUSTRIAL PSYCHOLOGY AND PEOPLE
MANAGEMENT**

<u>MODULE</u>	:	HUMAN RESOURCES MANAGEMENT
<u>CODE</u>	:	MHB1B1
<u>DATE</u>	:	December 2015
<u>DURATION</u>	:	2 HOURS
<u>TOTAL MARKS</u>	:	100

<u>EXAMINER(S)</u>	:	A AKHALWAYA
<u>MODERATOR</u>	:	J GOBIND
<u>NUMBER OF PAGES</u>	:	11 PAGES

INSTRUCTIONS TO CANDIDATES:

- This is a closed-book assessment.
- Question papers must be handed in together with your answer books.
- Read the questions carefully and answer only what is asked.
- Answer all the questions:
 - Answer **section A** on the scanner sheet provided. Indicate the correct answer as per the instructions on the scanner sheet.
 - Answer **section B** in the answer book.
- Number your answers clearly.
- Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
- Structure your answers by using appropriate headings and subheadings.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

SECTION B**[60 MARKS]****QUESTION 1
MARKS]****[5**

In order to reduce and manage the impact of HIV/Aids in the workplace is through the implementation of and HIV/Aids policy and programme. Discuss the policy principles that should be included in the code of good practice on HIV/Aids.

**QUESTION 2
MARKS]****[8**

In case of a traumatic event such as a robbery or shoot-out in the workplace employees and managers involved will require practical, physical and psychological support over time. Explain the four interventions in managing after a traumatic incident has taken place in the workplace.

**QUESTION 3
MARKS]****[6**

Define the term “career” and discuss the five distinct meanings for career.

**QUESTION 4
MARKS]****[5**

Discuss the emerging trends present in the changing working environment within the macro environments in South Africa.

**QUESTION 5
MARKS]****[10**

There are activities that must take place before, during, and after the interview when providing performance feedback. Explain the activities during each stage of the performance management feedback interview.

**QUESTION 6
MARKS]****[6**

Dismissal on the grounds of poor performance is justifiable. Explain six guidelines that an employer should implement so as to avoid unnecessary litigation.

**QUESTION 7
MARKS]****[20****Team work for developing a new business process**

When an employee complained about how a sexual harassment case, in which she was the victim, was handled by her manager and the HR department, a decision is made to revisit the company's management of such cases. The HR manager asked his secretary to arrange a meeting with relevant stakeholders, including two HR

consultants, representatives of different units and representatives of the two trade unions. When the group met, the HR manager welcomed everybody, explained the reason why the meeting had been convened and what they hoped to achieve.

One of the employees questioned why he was part of the meeting as he knew nothing about HR issues and he could not see what contribution he could make to the meeting. He felt he could not waste time as he had important operational issues to attend to in his own unit. The HR manager responded calmly that he was invited precisely because they wanted the opinions of line managers who were mostly task-oriented and therefore struggled to deal with issues such as sexual harassment that could interfere with the normal operational schedule. One person wanted to know what the law said about sexual harassment. The question was answered by one trade union representative, a person well versed in labour law.

The HR manager notices that the female representatives were rather quiet and therefore explicitly asked them what they thought the company was doing right, and not doing right in terms of dealing with sexual harassment. The discussion became heated and the HR manager cautioned everybody to respect the opinions of others, listen attentively and focus on what they were trying to achieve. He encouraged the female representatives to be frank and everybody to make meaningful suggestions. The group obliged and then undertook to revise the company's policy document on sexual harassment, develop a clear procedure for dealing with such cases, assign clear responsibilities, communicate the changes to all organisational members, train supervisors/managers for dealing with cases of sexual harassment and do an audit in the company to determine the prevalence of sexual harassment. The secretary noted all these resolutions carefully as they would be incorporated into the minutes of the meeting. The HR manager thanked everybody individually for their contributions, indicated when the next meeting would take place and then invited the group for coffee and muffins.

Source: Both, duPlessis, Mey, Ngalo, Posat, vanHoek. Human Resource Management. 9th Edition. Oxford

- 7.1 Discuss the guidelines for effective communication for this team. (8)
- 7.2 Groups are formed to make decisions. Explain the three useful techniques the HR manager can use to stimulate creative thinking. (6)

7.3 Describe three phases of constructive disagreement. (6)

SECTION C
MARKS]

[20

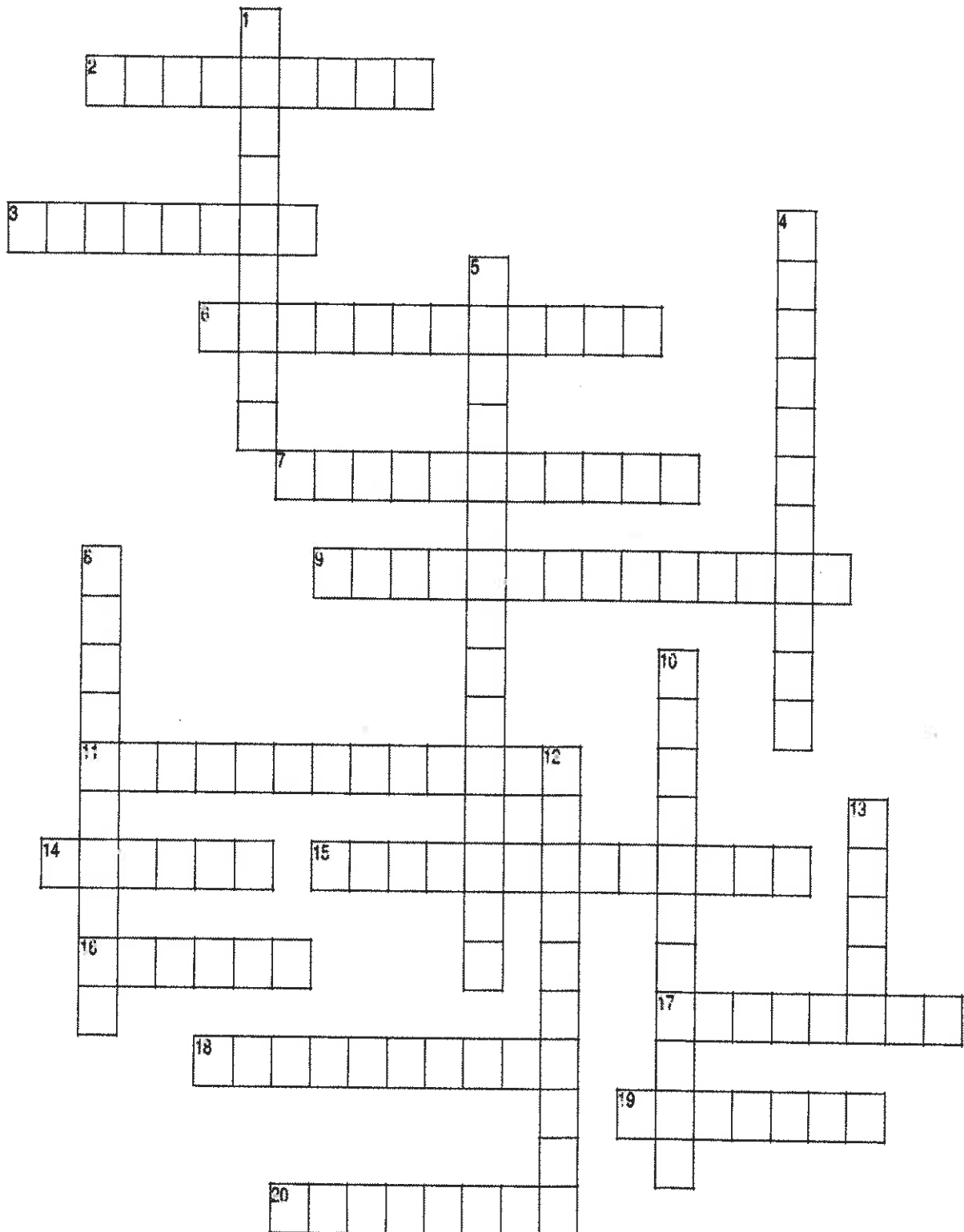
Read the questions below and answer using the blank crossword puzzle on page 11. Do not leave blanks if the answers are more than one word.

Across

2. _____ is a process by which the knowledge, skills and life experience of a selected professional manager
3. Employers realise that _____ improves productivity, morale and reduces excessive absenteeism
6. _____ involves having too much work to do in the time available that causes stress
7. _____ leadership is regarded as a visionary with the ability to inspire high performance
9. _____ is a computer based technology that provides trainees with a 3 dimensional learning experience
11. _____ is firstly aimed at accomplishing tasks and secondly, at satisfying the social-emotional needs of employees
14. _____ is a series of jobs that follow a hierarchy of levels or degrees of difficulty, responsibility and status
15. _____ process is frequently used to provide the maximum number of ideas in a short period of time
16. _____ such as a merger or acquisition, the re-engineering of an organisation
17. Training and development can never be effective if not properly _____.
18. _____ is the tendency of a group to make a premature decision based on limited information
19. _____ leaders have 2 main quests: to fulfil the needs and goals of subordinates and to realise the overall purpose and mission of the organisation
20. _____ is primarily directed at improving an employees job performance

Down

1. Through _____ lasting 2 to 3 days, employees can be actively assisted with the planning and development of their careers
4. _____ is method where trainees receive training and gain experience under close supervision
5. _____ team are project teams that comprise representatives from a cross-section of the organisation
8. _____ theories view behaviour and motivation as a function of belief, expectations, perceptions, values, and other mental processes
10. _____ work teams are formed to take accountability for a complete work process
12. _____ with outside individuals and groups is used to achieve excellence and build credibility
13. _____ function as more personal online diaries



Surname and Initials: _____

Student Number: _____

END OF ASSESSMENT