



FACULTY OF MANAGEMENT

Supplementary Examination 2015

DEPARTMENT Industrial Psychology and People Management

MODULE HUMAN RESOURCE MANAGEMENT 2B

CODE MHB2B01

DATE DECEMBER 2015

DURATION 3 HOURS

TIME 08H30

TOTAL MARKS 100

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EXTERNAL MODERATOR Mr. N. Dhanpat

NUMBER OF PAGES 5

INSTRUCTIONS TO CANDIDATES:

- Please answer all questions.
- Question papers must be handed in.
- This is a closed book assessment.
- Read the questions carefully and answer only what is asked.
- Number your answers clearly.
- Write neatly and legibly.
- Structure your answers by using appropriate headings and sub-headings.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

QUESTION 1

Describe, compare and contrast business games and simulations in training. [9]

QUESTION 2

Mention three advantages of self-directed learning. [3]

QUESTION 3

“Adventure learning and team training are ‘training fads’, they are very expensive, and their impact in the work place is, at best, very limited and short-lived.”

Describe the characteristics of both adventure learning and team training in a way that will refute the negative elements of the above statement. [7]

QUESTION 4

Describe the components of team performance. [6]

QUESTION 5

What are some of the benefits of using technology in training? [5]

QUESTION 6

The notion of a ‘virtual world’ which is far removed from reality is becoming the reality of the training practitioner and the training environment.

Explain how virtual reality and virtual worlds can be used in training. Do such applications confirm the above statement, or not? Explain. [9]

QUESTION 7

What is a Learning Management System? [3]

QUESTION 8

Read the article below and answer the questions that follow in relation to the case study where applicable:

Through mergers and acquisitions, BP, a global energy company, has doubled in size in just five years. BP has more than 97 000 employees who work in over 100 countries throughout the world. BP is involved in gas stations and the exploration and production of crude oil and natural gas; in refining marketing, supply, and transportation; in the manufacture and marketing of petrochemicals; and in solar power generation. You may be familiar with some BP's brands, which include the Wild Bean Café, am/pm, Castrol, ARCO, Amoco, and ARAL (in Germany).

BP developed a First Level Leaders Development Program to provide a common skill set for BP's leaders. First –level leaders work in every BP business, including retail operations, chemical plants, refineries, and drilling platforms. They also lead different numbers of employees. Some lead teams of more than 10 employees, others work with just a few employees in functional areas such as research and development. Despite these differences, the decisions the first-level leaders make influence BP's turnover, costs, quality, safety, innovation, and environmental performance. The program includes a four-day leadership course that focuses on how to lead teams, the role of first-level leaders, and expectations of leaders at BP. E-learning modules were used for helping first-level leaders understand safety, health, security legislation, ethics, and financial decisions. A two and one-half day course focused on performance goals, BP's company structure, an understanding of the BP brand, and BP's global and regional strategy. (Source: Based on J. Brown, R. Eager, and P. Lawrence, "BP Refines Leadership," *T + D* (March 2005): 33-41)

8.1. BP may have used a blended learning approach. How does blended learning minimise the negative features of pure online learning and classroom delivery?

[2]

8.2. What is social media? Explain how it can be used for training at BP.

[6]

QUESTION 9

Match each of the job experiences with the correct employee development need:

JOB EXPERIENCE	EMPLOYEE DEVELOPMENT NEED
9.1. Downward move	a. Desire a job with similar responsibilities to their current position but assignments requiring new skills, interest in learning about another function, division, or product of the organisation.
9.2. Job rotation or transfer	b. Want and are ready to assume more responsibility, accountability for other employees and projects, and desire to influence business decisions.
9.3. Job enlargement	c. Considering changing or trying out a new profession or career and needs to acquire new skill, wants to reduce job stress or achieve better work and non-work balance, prefers a previous job
9.4. Promotion	d. Interested in developing new skills, would like to continue in their current position, and their position has opportunities for skill development

[4]

QUESTION 10

10.1. What are the characteristics of successful formal mentoring programs. [10]

10.2. What are the purposes of assessment centres? [2]

QUESTION 11

The Human Resource Development Strategy and the National Skills Development Strategy are important frameworks in South Africa which can make a contribution at a number of levels in the country.

Briefly describe, compare and contrast each of these two strategies and their underlying principles in the context of the above statement. [8]

QUESTION 12

12.1. The NQF is a single integrated system which comprises of three co-ordinated qualification sub-frameworks. Name each of these frameworks. [3]

12.2. What are the purposes of the Skills Development Act? [7]

12.3. What are the 2 main functions of SAQA? [2]

QUESTION 13

Discuss five future trends that are likely to influence training departments and trainers. Also indicate any four implications of the future trends for trainer's skills and competencies. [14]

END OF PAPER

TOTAL: 100 MARKS