



**FACULTY OF MANAGEMENT**  
**DEPARTMENT OF INDUSTRIAL PSYCHOLOGY AND**  
**PEOPLE MANAGEMENT**

**MAIN EXAM PAPER**

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<b><u>MODULE</u></b>	:	Human Resources Management 2A
<b><u>CODE</u></b>	:	HRM12A2
<b><u>DATE</u></b>	:	June 2014
<b><u>DURATION</u></b>	:	3 Hours
<b><u>TIME</u></b>	:	08:30-11:30
<b><u>TOTAL MARKS</u></b>	:	100

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<b><u>EXAMINER(S)</u></b>	:	Pharny-Chrysler Fox & David Milton
<b><u>MODERATOR</u></b>	:	Mpho Magau
<b><u>NUMBER OF PAGES</u></b>	:	6

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**INSTRUCTIONS TO CANDIDATES:**

- Question papers must be handed in.
- This is a closed book assessment.
- Answer **all** the questions.
- 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.
- Answer the questions succinctly and utilize the proper grammar and syntax.
- Make use of paragraphs in dealing with particular points.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

Pto/...

## QUESTION 1

**Scenario:** You are an external human resource management (HRM) consultant who was recently contracted to a start-up organisation to advise them on how to establish the HRM function. You setup a meeting with the board of directors in order to share the following information:

- 1.1 Clarify the concept Human Resource Management (HRM). [2]
- 1.2 Present a model (i.e. in the form of a drawing) that highlights major HRM functions and activities. [23]

## QUESTION 2

**Read the case study below and answer the questions that follow:**

The performance appraisal policy of PAP Enterprises is applied to 300 professional employees at twelve regional offices as well as the home offices. The organisation provides professional technical assistance. In five years, these regional offices have been added to the home office. Once a year all professional employees are evaluated on the same rating scale.

Top management requires input regarding the performance of every employee from the department head, division chairman, co-workers and each of every 100 clients. These results are added up to produce an average score for each rating scale item. Each employee's appraisals are tabulated/work out using a formula known only to the home office. The final evaluation is an overall rating of excellent, superior, satisfactory or marginal, which is then given to the department head of each local office. The department head informs employees of their overall evaluations and salaries for the following year as directly determined by the home office's formula.

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At one regional office, a professional staff complained about the appraisal process to the departmental head, who submitted the complaints to the home office since he knew nothing more than the overall evaluation and salary figures he had been given.

- 2.1 Explain what performance appraisal is all about. [3]
- 2.2 Identify and explain the method of performance appraisal used in the above scenario. [5]
- 2.3 Describe the common errors in performance appraisals that PAP Enterprises should be aware of. [8]

### QUESTION 3

**Statement:** Edward Lawler (1971) presented a model based on the idea that employees will be satisfied with their remuneration when their perception of what their remuneration is and of what they think it should be, are similar.

- 3.1 Distinguish between intrinsic and extrinsic rewards and provide an example of each reward type. [4]
- 3.2 Analyse the relationship between rewards and job satisfaction. [6]

### QUESTION 4

**Read the story below and answer the questions that follow:**

The Fawcett Society is a British charity that promotes gender equality focusing on areas such as women's representation in politics and public life, equal pay, and the treatment of women in the justice system. The society traces its roots back to the 19<sup>th</sup> century. Prompted by high staff turnover, partially the results of erratic funding, the Fawcett Society decided to review all of its HR practices including evaluating the jobs of 10 employees.

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- 4.1 Define job evaluation. [2]
- 4.2 Explain the potential uses of job evaluation to the Fawcett Society. [4]
- 4.3 The Fawcett Society employees relate their rewards received to performance. Advise the company on the following issue to ensure employees will feel that they are fairly paid.
  - 4.3.1 Key jobs [1]
  - 4.3.2 Compensable factors [1]
  - 4.3.3 Sub-factors [1]
  - 4.3.4 Degree statements [1]
- 4.4 In order for the Fawcett Society to ensure they pay their employees correctly, they need to understand certain concepts. Explain to the Fawcett Society what the following concepts entail and provide your own practical example to explain these concepts to the company:
  - 4.4.1 Pay grade [2]
  - 4.4.2 Pay range [2]

## QUESTION 5

**Read the case study below and answer the questions that follow:**

Sipho Zuma, vice president of production for Kagiso Trading, a black economic empowerment diamond mining company remarked to Piet Venter, the human resource manager:

“We simply must increase our productivity. If we do not, our competitors will have us for lunch. Worker productivity has not declined much, but our people have little incentive to work together to improve it”.

“I agree with you”, said Piet Venter. We really do not have a good system for evaluating individual performance by using team results and achievements and rewarding accordingly.

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I am convinced that our team approach to manufacturing is sound, but it does bring us new problems with performance appraisal and our reward/incentive system. We need to take some action in these areas and fast. Maybe we should look at an individual approach rather?"

- 5.1 Explain to Kagiso Trading what an incentive pay plan is. [2]
- 5.2 Remind Kagiso trading of the two main basic requirements for an effective incentive plan. [2]
- 5.3 Suggest and explain three (3) types of incentive plans that Kagiso Trading can introduce in order to reward individual performance. [6]

#### QUESTION 6

- 6.1 Define employee benefits. [3]
- 6.2 Indicate which benefits are guaranteed by South African law. [2]
- 6.3 Differentiate between floating holidays and personal days. [4]
- 6.4 Explain what a flexible benefit program involves. [2]

#### QUESTION 7

**Scenario:** You are an external human resources management consultant specialising in human resources information systems (HRIS). An organisation contracted your services to implement a HRIS system.

- 7.1 List the components of a HRIS. [4]

#### QUESTION 8

**Scenario:** You are an industrial psychologist employed by an organisation and have been requested to conduct an employee wellness awareness workshop to line managers. Include the following information in the workshop design:

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| 8.1 | Differentiate between stress and burnout.   | [3] |
| 8.2 | Define an employee assistance programme and list 4 (four) essential components thereof. | [5] |
| 8.3 | State 2 (two) components of an employee wellness programme.                             | [2] |

**End of paper**

**Total: 100 marks**