



FACULTY OF MANAGEMENT
INDUSTRIAL PSYCHOLOGY AND PEOPLE
MANAGEMENT DEPARTMENT
MAIN EXAMINATION

<u>MODULE</u>	:	Sport Management 2A
<u>CODE</u>	:	STM 22A2
<u>DATE</u>	:	31 May 2014
<u>DURATION</u>	:	2 Hours
<u>TOTAL MARKS</u>	:	80

<u>EXAMINER(S)</u>	:	Mrs Suzette Clark
<u>MODERATOR</u>	:	Mr Wim de Beer
<u>NUMBER OF PAGES</u>	:	4 Pages

INSTRUCTIONS TO CANDIDATES:

- Question papers must be handed in.
- This is a closed book assessment.
- This paper consists of 2 (two) sections; sections A and B.
- Answer **ALL** the questions in Section A.
- Select and answer **ONE** question in Section B only.
- 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.

Cont/...

SECTION A – ANSWER ALL THE QUESTIONS

Question 1

Scenario: Most organisations operate in an open system that requires certain input or stimuli from the environment it operates in.

1.1 Draw 2 (two) illustrations to indicate (a) the basic elements of a system and (b) a systems model of work.

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Scenario: Disgruntled employees threaten management that they will “take them to court” if they are not treated fairly.

1.2 Explain briefly to management the dispute settlement structures as provided for in the Labour Relations Act (66/1995).

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Scenario: You are an executive board member of ABC Sport Management Pty (Ltd) and are concerned about the impact competitive forces have on your organisation. You and your team decided that your organisation must embark on a new strategy to grow the organisation in order to dominate the market.

1.3 Illustrate by means of a drawing how you will conduct a strategic job analysis prior to changing and adopting a new HR business plan.

15

Scenario: You are operations general manager at XYZ Sport Management Pty. (Ltd.), and have received the following e-mail from your managing director expressing her frustrations about your workforce plan's alignment with the organisation's strategy.

From: Managing Director.Executive@XYZsportmanagement.co.za
Sent: 15 April 2010 12:45 PM
To: Manager.Operations@XYZsportmanagement.co.za
Subject: Departmental Workforce Plan Concern

Dear colleague,

Your business unit is driving me crazy! I've just read your month-end report and noticed that, in March, 3 people resigned at your Bloemfontein branch. To make matters worse you have not filled 2 vacancies at the Cape Town branch; it seems to me that you don't need new people there. Don't people want to work for us anymore? How come your business unit cannot seem to hold onto staff?

We've done what we can to have the best working conditions and employment contracts with good pay, incentive bonuses and other benefits.

Come and see me on Monday, 18 April 2011 at 09:00 bring a prepare response on how you will deal with your recruitment needs as per your workforce plan.

Regards,
Managing Director: XYZ Sport Management (Pty) Ltd

1.4 State 5 (five) interventions you will consider for each of the following recruitment needs:

1.4.1 Labour demand exceed labour supply;

1.4.2 Labour supply exceeded labour demand.

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[10]

Scenario: One of your supervisors came to you and informed you that one of her team members has resigned and she needs your guidance on how to select the best candidate for the job. You advise her that she will be involved in the interview process and that the nature of the job vacancy will usually determine the type of interview that will take place. A proper interview will ensure that she appoints the right person for the right job and an induction will communicate the proper organisation and job-related the new employee will require.

1.5 Briefly explain the 5 (five) types of interviews she can utilise and state 5 (five) placement errors she must be aware of.

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1.6 Explain where induction or employee socialisation fit into the recruitment process and state 4 (four) reasons why it is considered to be important.

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[55]

SECTION B – SELECT AND ANSWER ONE QUESTION ONLY

Question 2

You are a line manager and have been briefed by your organisation that your job role will include the responsibility of being involved with training and development.

2.1 In order to survive in the new world economy you are of the firm belief that, in addition to a contemporary approach to training, you need to ensure you follow a strategic HRD approach. Discuss Grieve's 4 (four) main characteristics that are at the centre of the strategic HRD approach.

8

2.2 Training and development models include steps such as determining training needs and job analysis, programme design, presenting and evaluating training. Nadler developed a popular critical events model. Briefly explain the 9 (nine) steps that the model have outlined. 10

2.3 You find that the current model, used by HR, is too detailed and old-fashioned. Draw a diagram to illustrate Nel et al's generic contemporary training model as developed by Nel, Werner, Haasbroek, Poisat, Sono and Schultz. 7 [25]

OR

Question 3

An organisation's strategic success depends on identifying top talent and prepares them towards the mastery of required competencies. Performance management will ensure that individual and organisational strategic objectives are met. An organisation's strategic success depends on identifying top talent and prepares them towards the mastery of required competencies. Performance management will ensure that individual and organisational strategic objectives are met.

3.1 Define organisational performance. 2

3.2 Discuss the 3 (three) major purposes of the performance management process according to Bennet and Minty. 3

3.3 Briefly discuss the 4 (four) key and related sub-categories of the performance management process. 15

3.4 State 5 (five) methods of performance evaluation. 5 [25]

TOTAL MARKS [80]

--END OF QUESTION PAPER--