



FACULTY OF MANAGEMENT
DEPARTMENT OF INDUSTRIAL PSYCHOLOGY AND PEOPLE
MANAGEMENT

FINAL WRITTEN SUMMATIVE ASSESSMENT

SUBJECT: HUMAN RESOURCES MANAGEMENT 2B
CODE: BPB22B2
DATE: 18 NOVEMBER 2013
TIME ALLOWED: 2 HOURS

TOTAL MARKS: 100

ASSESSORS: MS A AKHALWAYA
MODERATOR: MS J GOBIND
NUMBER OF PAGES: 10

INSTRUCTIONS:

1. This is a closed-book assessment.
 2. Question papers must be handed in together with your answer books.
 3. Read the questions carefully and answer only what is asked.
 4. Answer all questions:
 5. Number your answers clearly.
 6. Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
 7. Structure your answers by using appropriate headings and sub-headings.
 8. The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.
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SECTION A**[20 MARKS]****QUESTION 1**

The importance of total compensation is highlighted by the following purposes:
Select the incorrect one

- A to attract potential job applicants
- B to motivate employees
- C to share organisational profits with employees
- D to retain good employees
- E to administer pay within the legal constraints

QUESTION 2

Compensation surveys are used _____.

- A to collect salary and wage data from within the company
- B to collect information one needs before dismissing an employee
- C to place jobs into grades
- D to determine and fix pay rates to specific jobs
- E to employ people from the labour market

QUESTION 3

A holistic approach to healthcare includes _____.

- A wellness programmes
- B employee assistance programmes
- C a substance abuse policy
- D a smoking policy
- E all of the above

QUESTION 4

An effective HIV/Aids workplace intervention includes _____.

- A awareness training and education
- B networking with community organisations
- C prevalence and impact studies
- D management of individual HIV/Aids cases
- E all of the above

QUESTION 5

The implementation of an HRIS is the responsibility of _____.

- A the HR department
- B the IT department
- C senior management
- D line managers
- E all of the above

QUESTION 6

Which method of measuring job satisfaction is most often used?

- A rating scales
- B critical incidents
- C interviews
- D focus groups
- E observation

QUESTION 7

Which of the following is an indication of the disruptiveness of absenteeism?

- A HR metrics
- B total time lost
- C absence frequency rate
- D labour turnover rate
- E medical certificates indicating dubious illnesses

QUESTION 8

The approach that should be followed when implementing a new compensation system should be _____.

- A piecemeal
- B consultative
- C innovative
- D holistic
- E b & d

QUESTION 9

Value-chain compensation is defined as a system that takes into account the _____.

- A employees current health status
- B ranking of employees current benefits
- C employees and organisational priorities
- D shareholders' net profits
- E trade union's wage demands

QUESTION 10

A job-based compensation approach

- A rewards people for their job performance
- B makes use of a job evaluation committee
- C allocates pay so that the most important jobs are paid the most
- D A and B
- E B and C

QUESTION 11

Wellness focuses on _____.

- A treating physical diseases
- B alcoholism and HIV/AIDS
- C stress
- D health promotion and disease prevention
- E burnout

QUESTION 12

The purpose of ergonomics is to _____.

- A create a person-environment fit
- B improve performance
- C prevent accidents
- D enhances efficiency and effectiveness
- E all of the above

QUESTION 13

The EAP provides _____.

- A structured interventions for a variety of problems
- B control over absenteeism and low productivity
- C informal assistance to employees with problems
- D increased morale of workers
- E progressive discipline for employees who do not improve their performance

QUESTION 14

The HRIS is part of the _____.

- A Information Diagnostic System
- B Integrated Decision Making System
- C Management Information System
- D Information Technology System
- E Human Resources Management Department

QUESTION 15

The real value of an HRIS lies in _____.

- A the time that is saved by recording information electronically rather than manually
- B the speed with which information can be located on the system
- C reducing the work of HR through the introduction of a self-help desk for employees
- D the ability to diagnostic tool to inform organisational strategy
- E having state of the art technology

QUESTION 16

Performance management is a process of creating a work environment or setting in which people are enabled to perform to the best of their _____ for the achievement of _____.

- A knowledge, organisational objectives
- B abilities, shared goals
- C both A and B
- D none of the above

QUESTION 17

The purpose of performance management process is _____.

- A for strategy implementation
- B a vehicle for culture change
- C it provides input to other HR systems
- D all of the above

QUESTION 18

Supervisors who manage performance effectively share the characteristics of _____.

- A exploring the causes of performance problems
- B directing attention to causes of problems
- C both A and B
- D none of the above

QUESTION 19

The rational approach to performance evaluation involves _____.

- A the goal of the appraisal is utility
- B what is being assessed is left ambiguous
- C worker performance needs to be clearly defined
- D none of the above

QUESTION 20

Choose the correct statement (s).

- A relative judgements require supervisors to compare employees jobs
- B relative judgements force supervisors to differentiate among workers
- C none of the above
- D all of the above

SECTION B:**[80 MARKS]****QUESTION 1****[5 MARKS]**

Discuss the FIVE steps for designing and implementing a new compensation system.

QUESTION 2**[5 MARKS]**

Explain FIVE principles of a reward strategy.

QUESTION 3**[15 MARKS]**

Read the case study below and answer question 3.1, 3.2 and 3.3.

Simple safety advice for employers and employees

The topic of health and safety in any business should never be underestimated. If the said business is one where food is served to customers, it becomes crucial as none can deny that strict measures need to be in place to ensure maximum protection and cover of not only the staff who serve, but also the customers themselves. According to the Health and Safety Act of 1993, an employer is required to create and attain a working environment that is safe and without risk to the health of the employees.

This can be done by ensuring that the workplace is free of hazardous substances, equipment, processes, etc. which may inflict injury or cause damage. Should the prevention of the above not be possible, the employer has the responsibility of informing employees of these dangers as well as sharing measures of how they may be prevented.

To ensure the workplace is kept safe and to secure the health of employees, the following measures need to be ensured:

- Any potential hazards that might be present while something is being produced, processed, used, stored or transported needs to be identified and reported so that action can be taken swiftly
- Precautionary measures must be identified and communicated to all employees by supplying the needed details and instructions while keeping the extent of worker's competence in mind.
- Enforce the necessary control measures in the interest of health and safety by placing the employees under the general supervision of a trained worker
- Provide proper training on and on-going basis to ensure that employees are always well equipped to make informed decisions
- Appointing and equipping qualified first aid personnel who have the responsibility of administering first aid when need be.

Therefore, the Occupational Health and Safety Act is based on the principle that both the employer and employees must share the responsibility by proactively identifying dangers and developing control measures to make the workplace safe.

Source: The Citizen: Tuesday July 2013

QUESTION 3.1**[6 MARKS]**

Preventative stress management is a philosophy in which both the individual and the management can take joint responsibility for promoting health and preventing distress. Discuss the two interventions that promote health and prevent distress.

QUESTION 3.2**[4 MARKS]**

Explain the term holistic health-care and discuss FOUR contents of a formal wellness programme.

QUESTION 3.3**[5 MARKS]**

The causes of workplace accidents include chance occurrences which are “freak accidents” and are beyond an employee’s control. However, unsafe conditions and unsafe acts are not. Discuss the FIVE factors of unsafe conditions that lead to accidents.

QUESTION 4**[5 MARKS]**

Elaborate on FIVE basic tenets of dynamic compensation managers and leaders must understand.

QUESTION 5**[4 MARKS]**

Explain the conditions that are conducive to the implementation of an effective performance management process.

QUESTION 6**[6 MARKS]**

Managers often dread appraising their subordinate’s performances, but if certain steps are followed, appraisals can be enjoyable, productive and successful. Explain the six steps that should be followed for a successful appraisal.

QUESTION 7**[5 MARKS]**

Elaborate on the key attributes that differentiate the characteristics of high performance companies.

QUESTION 8**[35 MARKS]****Read the case study below and answer questions 8.1, 8.2, 8.3 and 8.4****Human resource management, information technology, and the competitive edge**

Global competition is putting increasing pressure on U.S. managers to make faster and better business decisions. Investments in information technology are often touted as a critical means of speeding up and improving management decision making. Yet it has

proved distressingly difficult to realize the potential of information technology investments. This is particularly so in business areas such as Human Resources (HR), though the longer lead times traditionally associated with changes in HR systems mean that it is a prime candidate to benefit from information technology.

To pull into the lead in global competition, managers must control labor costs, motivate employees to high quality, customer-oriented performance, and continuously search out new and better ways of doing both. These objectives must be met in the face of shrinking head count and a global environment in which employees are more culturally diverse and located throughout the globe. Even the relatively routine tasks of employee record keeping and legal and regulatory compliance are geometrically intensified in this context. Such complexity also demands more sophisticated applications of technology that go beyond simply improving the management of routine tasks.

All managers have a stake in exploiting information technology to better manage their human resources. We propose a framework to help managers consider how HR information technology can improve human resources management and contribute to competitive advantage.

QUESTION 8.1**[6 MARKS]**

One of the major concerns about Human Resource Information System (HRIS) is that it makes it easier for someone in the organisation to invade the privacy of other employees. Discuss the seven steps to minimise the threat to privacy in a HRIS.

QUESTION 8.2**[10 MARKS]**

Explain the objective of an HRIS and explain the benefits of HRIS.

QUESTION 8.3**[12 MARKS]**

Discuss the modules of an integrated HRIS.

QUESTION 8.4

[7 MARKS]

HRIS can be utilised as a tool to conduct research for better planning. Discuss the aspects to conduct research in an organisation.

END OF ASSESSMENT