



FACULTY OF MANAGEMENT

NOVEMBER 2014 Examination

DEPARTMENT DEPARTMENT OF INDUSTRIAL PSYCHOLOGY & PEOPLE
MANAGEMENT

MODULE PERSONNEL MANAGEMENT (EXAMINATION)

CODE BPB33B3

DATE NOVEMBER 2014

DURATION 120 MIN (2 HOURS)

TIME 120 MIN (2 HOURS)

TOTAL MARKS 80

EXAMINER MR. H.P.P. VAN GRAAN.

EXTERNAL MODERATOR PROF. Y. JOUBERT.

NUMBER OF PAGES 3 PAGES

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.

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SECTION A:

QUESTION 1. (15)

Discuss and give examples of the differences in the individual and organisational approach in managing stress.

QUESTION 2. (20)

Explain the different conflict stages.

QUESTION 3. (5)

Explain the difference between power and leadership.

SECTION B:

SECTION B.

QUESTION 1.

You have recently been appointed as the Front Office Manager for a small (20 rooms) boutique hotel. You immediately noticed that staff members do not keep to their rosters and often are absent without any good reasons. You established that during the past 6 months, 7 workers in Front Office resigned and were replaced with people who had much less experience. The company had serious financial constraints and cancelled all salary increases. Employees are threatening strike action if management does not attend to their grievance pertaining to no salary increases.

There are relatively few customer complaints but several workers have complained to you that their co-workers are not performing up to standards – there seems to be a lot of negative feelings among your team. From their personal files you could establish that two of your supervisors have filed complaints against the previous supervisor and there is a general feeling among the group that they are under-paid and over-worked.

Front Office also has a bad name among the other departments – most Front Office workers are regarded as snobs who look down at staff from the other departments.

1.1. Identify and list the potential sources of stress. (23)

1.2. Explain what the reasons are for politics in an organisation? (3)

QUESTION 2.

Nolo Letele – CEO of Multichoice Africa

As CEO of Multichoice Africa, the multi-channel digital satellite television (DSTV) company, Nolo Letele spear-headed various activities. In the book South Africa's leading managers, Letele is described as a man of "dogged determination". He became CEO of the company in 1999 after successfully leading the expansion of M-Net into African countries such as Nigeria, Namibia, Botswana, Ghana and Zambia. For him to achieve this goal, he required patience, determination, persuasiveness and cultural insight. In addition, Letele has also guided the introduction of interactive television, dual-view decoders, multi-channel sport and 24-hour reality TV.

According to Letele, his extrovert nature and ability to interact easily with people from different backgrounds are the result of spending his childhood in six different countries. He perceives participation as important and builds shared vision by "selling" a concept to people and then highlighting how everyone will benefit from attaining a specific objective. He also believes that people should make their own decisions and mistakes by analysing things for themselves. He sees accountability as the ultimate motivator as it shows employees that management has confidence in their abilities. He very strongly supports the whole self-managed work teams approach. Letele says that leaders should, as he did, provide a kind of mentorship by spending time with people who need assistance and by providing direct feedback.

Letele perceives the popularity of DVDs and home media servers as Multichoice Africa's biggest threat in the future, but is confident that the company will overcome these challenges through excellent customer service and compelling viewing content. Some of his top management people do not share the same view and has expressed it clearly in the monthly meeting.

Source: Adapted from Witepski Corporate Research Foundation (2004)

2.1. Mr Letele is clearly a charismatic leader. Discuss the key characteristics of a charismatic leader and apply these to Mr Letele using examples from the case study. **(8)**

2. 2. Considering that Letele supports self-managed work teams, define the concept and briefly discuss how it can be utilised in the company. **(6)**

TOTAL =80

MEMORANDUM.

QUESTION 1.

(15)

Discuss and give examples of the differences in the individual and organisational approach in managing stress.

1. Individual
 - Time-management
 - Physical exercise
 - Relaxation techniques
 - Social support network
2. Organisational
 1. Work-orientated interventions (selection and placing)
 - Primary or preliminary level intervention.
 - Increasing employee participation
 - Redesign of job tasks
 - Effort= rewards
 2. Secondary level interventions
 - Increased awareness on physical and psychological needs of the employee.
 3. Tertiary level intervention
 - Rehabilitation of the employee.

QUESTION 2.

(20)

Explain the different conflict stages.

1. **Potential opposition and incompatibility**
 - Antecedent conditions
 - Communication
 - Structure
 - Personal variables.
2. **Cognition and personalisation**
 - Perceived conflict
 - Felt conflict
3. **Intentions**
 - Conflict-handling intentions:
 - Competing
 - Collaborating.
 - Compromising.
 - Avoiding.
 - Accommodating
4. **Behaviour:**
 - Overt conflict
 - Party's behaviour
 - Other's behaviour
5. **Outcomes:**
 - Increased group behaviour
 - Decreased group behaviour.

QUESTION 3.

(5)

Explain the difference between power and leadership.

- **Power** – does not require goal compatibility.(2)
- **Leadership** – requires congruence between the goal of the leader and those being led.(3)

SECTION B.

QUESTION 1.

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Front Office also has a bad name among the other departments – most Front Office workers are regarded as snobs who look down at staff from the other departments.

Identify and list the potential sources of stress.

(23)

Environmental factors:

- Economic uncertainty
- Political uncertainty
- Technological uncertainty.

Organisational factors:

- Task demands.
- Role demands.
- Interpersonal demands.
- Organisational structure.
- Organisational leadership.
- Organisation's life stage.

Individual factors:

- Family problems.
- Economic problems.
- Personality.

Individual differences:

- Perceptions.
- Job experience
- Belief in locus of control.
- Hostility.

Explain what the reasons are for politics in an organisation?

(3)

- People: different values, goals and interests.
- Limited resources.
- Interpretation of performance.

QUESTION 2.

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(8)

- Vision & articulation: proposes better future than status quo
- Personal risk: incur high cost, engage in self-sacrifice
- Sensitivity to followers needs: responsive & perceptive
- Unconventional behaviour: novel & counter to the norm

2. 2. Considering that Letele supports self-managed work teams, define the concept and briefly discuss how it can be utilised in the company.

(6)

- Self-managed work teams= groups of employees (10-15) who perform highly related or interdependent jobs and take on many of the responsibilities of their former supervisors.

TOTAL =80