



FACULTY OF MANAGEMENT
NOVEMBER EXAMINATION - 2016

**DEPARTMENT OF INDUSTRIAL PSYCHOLOGY AND PEOPLE
MANAGEMENT**

<u>MODULE</u>	:	Human Resource Management 1B
<u>CODE</u>	:	MHB1B01/HRM21B1
<u>DATE</u>	:	28 NOVEMBER 2016
<u>DURATION</u>	:	2 HOURS
<u>TOTAL MARKS</u>	:	100

<u>EXAMINER</u>	:	Praneschen Govender, Renjini Joseph, Suzette Clark and Jonathan Erickson
<u>INTERNAL MODERATOR</u>	:	Dr. Roslyn De Braine
<u>NUMBER OF PAGES</u>	:	4 PAGES

INSTRUCTIONS TO CANDIDATES:

- Question papers must be handed in.
- This is an open/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 2 – 54 marks

- 2.1. Joe works for a company where the company policies are poor and obstructive, his supervisor provides him no support and wages are not competitive. However, Joe is given a lot of opportunities and responsibilities. Will Joe be happy? Explain in the context of Herzberg's two-factor theory. (6)
- 2.2. Briefly set out and explain a nine-step process for decision-making relating to HRIS to optimally benefit the organisation. (18)
- 2.3. Describe the four (4) ways in which high-performing organisations have responded to the need for structures other than bureaucracy. (8)
- 2.4. List any four differences in HR processes in small and medium-sized organisations. (8)
- 2.5. What are the benefits and drawbacks in working in a medium-sized organisation? (6)
- 2.6. Discuss the guidelines that one must take into consideration for developing the ER policy. (8)

SECTION 3 – CASE STUDY – 16 marks

Sharon van Breda, an accounting and commerce graduate with extensive experience and training in banking, finance and accounting, has been offered an international assignment as an expatriate financial controller at Kingsway Shipping in Hong Kong.

Excited by this prospect, Sharon has leapt at the opportunity by quickly accepting the appointment, obtaining visa and work permit documentation, and flying to Kingsway to begin her expatriate assignment. Sharon's house-husband, Ronnie, and her young daughter, Chantal, have joined her on her new venture.

After her first month in Hong Kong, however, Sharon is disillusioned.

She feels estranged, not being familiar with the culture, religion, geography, language and current affairs of the host region.

Sandra is, furthermore, unsighted as to who and how her performance outputs are to be managed. Placed in a managerial role, Sandra has also had numerous behavioural and interactional problems in communicating, managing, directing and motivating her direct reports.

The details surrounding Sharon's remuneration and pay have not met her expectations, and have led to her being demotivated and confused.

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At home, Ronnie is unsettled, cannot get used to the confined Hong Kong spaces, and is missing his large and comfortable home and garden in Roodepoort. This is having a negative impact on the happiness of their young daughter.

Sharon feels the need to be appropriately trained so that she can meet the requirements of her assignment in her new international environment. However, her domestic situation is weighing heavily on her. The end of her three-year Kingsway contract seems a long, long way off.

- 3.1.** What type of expatriate is Sharon? **(1)**
- 3.2.** From the case study, distil and describe the key expatriate problems confronting Sharon. **(5)**
- 3.3.** What should the training programme involve so that Sharon may have some chance of being effectively assimilated at Kingsway Shipping in Hong Kong? **(10)**

[GRAND TOTAL: 100]

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