



FACULTY/COLLEGE	College of Business and Economics
SCHOOL	Johannesburg School of Business
DEPARTMENT	Department of Industrial Psychology and People Management
CAMPUS(ES)	APB
MODULE NAME	HUMAN RESOURCE MANAGEMENT 2
MODULE CODE	HRM201
SEMESTER	First
ASSESSMENT OPPORTUNITY, MONTH AND YEAR	SSAO – Supplementary Summative Assessment Opportunity July 2019

ASSESSMENT DATE	July 2019	SESSION	
ASSESSOR(S)	Mr Pharny Chrysler-Fox		
MODERATOR(S)	Prof Adèle Thomas (Internal) Mrs Xenia Coetzee (External)		
DURATION	2 hours (120 min)	TOTAL MARKS	100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	7
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INFORMATION/INSTRUCTIONS:

- Please hand in both your question paper and your answer script.
- This is a closed book assessment.
- Number your answers clearly.
- Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
- Structure your answers by using appropriate headings and sub-headings.
- All questions must be answered.
- Do not answer questions by providing “one cryptic word” in your answers.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

QUESTION 1

(LAWS IMPACTING ON HUMAN RESOURCE MANAGEMENT)

What factors do the Labour Court consider before allowing for pre-employment medical testing? [5]

QUESTION 2

(TALENT PLANNING AND RECRUITMENT)

Distinguish between the key advantages and disadvantages of **internal recruitment**. [9]

QUESTION 3

(TALENT PLANNING AND RECRUITMENT)

Read the following excerpt from the newspaper article *SABC faces collapse*¹:

A human capital management crisis

None of the highly placed insiders [i.e. employees of the SABC] City Press spoke to wished to be named for fear of losing their jobs. They all said that posts were now frozen.

“The problem is that Hlaudi [Motsoeneng, former acting Chief Operating Officer of the SABC] went on a drive to make freelancers permanent and now we are stuck with an inflated human resources (HR) bill in finance, risk, HR, the executive, news, sport and marketing. They [SABC] don’t know what to do with the people because they can’t be moved to critical operational areas such as TV and sales because they lack the necessary skills,” said one.

Many of those promised permanent jobs received only fixed-term contracts, and now, says Hannes du Buisson, president of the Broadcasting, Electronic, Media and Allied Workers’ Union, those contracts are not being renewed and, increasingly, former staffers are heading to the Commission for Conciliation, Mediation and Arbitration (CCMA) because they had reasonable expectations of their contracts being renewed.

“We have so far filed three disputes for freelancers who were given fixed-term contracts by Motsoeneng,” said Du Buisson.

¹ Source: Blignaut, C. (2017, March 19). SABC faces collapse. *news24*. Retrieved from <http://www.news24.com/SouthAfrica/News/sabc-faces-collapse-20170319-3>

“Our members had been working towards promotions, but the posts they sought are no longer open.”

Tuwani Gumani, general secretary of the Media Workers’ Association of SA, said the SABC had cut back hard on security staff.

“We have repeatedly warned the SABC that it is facing a human capital management crisis. People are now being reduced in tranches,” he said.

Regarding former freelancers, Gumani said: “We predict there will be a substantial number of CCMA cases coming.”

About the frozen posts, Kganyago [spokesperson for the SABC] said yesterday: “There are a lot of people in the building, some are not utilised fully and they are asking where can they convert people’s skills to fit the needs of the positions, because the wage bill is already more than it should be. So, until they utilise these people properly, these vacancies will remain frozen.”

He said the SABC would be hiring only where scarce skills were required.

Regarding a surge in CCMA cases, he said: “We do not have control over people going to the CCMA.”

3.1 Based on the news article above, what would you argue are seven consequences of poor workforce / talent planning, or no workforce / talent planning at all? Support your argument with an example from the news article. **[7]**

3.2 Discuss the implementation of the workforce plan (i.e. possible strategies organisations can use) under the following three conditions: **[12]**

- (a) When labour demands exceed labour supply;
- (b) When labour supply exceeds labour demand; and
- (c) When labour demand equals labour supply.

QUESTION 4 **(SELECTION)**

How would you describe the selection process to be followed to your colleague? **[12]**

QUESTION 5**(INDUCTION AND SOCIALISATION)**

What would you say are seven main objectives of induction?

[7]

QUESTION 6**(MOTIVATION)**

How would you as a line manager motive **temporary** workers in your department?
Provide nine examples.

[9]

QUESTION 7**(PERFORMANCE MANAGEMENT)**

The cartoon² below illustrates negative experiences employees may have during their performance discussions.



As a line manager, how would you go about in providing feedback to a subordinate **before**, **during**, and **after** the performance discussion to avoid negative experiences by employees as depicted in the cartoon?

[10]

² Source: <https://thefrontofthejersey.files.wordpress.com/2014/12/review-7.gif>

QUESTION 8

(LEADERSHIP)

Distinguish between mentoring and coaching by referring to the respective definitions and key characteristics of each. [8]

QUESTION 9

(LEADERSHIP)

Scenario: You, the line manager in operations, have received the e-mail below from the manager of sales who are experiencing problems with his team members.

From: Manager.Sales@urus.co.za
Sent: 29 March 2018 12:45 PM
To: Manager.Operations@urus.co.za
Subject: What should I do?

Dear colleague,

My team members are driving me crazy! They:

- (a) only do what is required of them (then to stay out of trouble);
- (b) abuse sick leave; and
- (c) are uncommitted to the organisation and its goals.

This happens despite the fact that I:

- (a) give them detailed instructions;
- (b) supervise them closely; and
- (c) sometimes have to use threats of punishment to control their behaviour.

I really want my team to:

- (a) feel respected, acknowledged and proud; and
- (b) become responsible and hard working.

What should I do differently? Please help.

Manager – Sales
URUS (Pty) Ltd

9.1 What are the set of assumptions (or beliefs) noticeable in the e-mail above, referred to by McGregor? [1]

9.2 What assumptions (or beliefs), according to McGregor, does the Sales

Manager have about his/her people? [5]

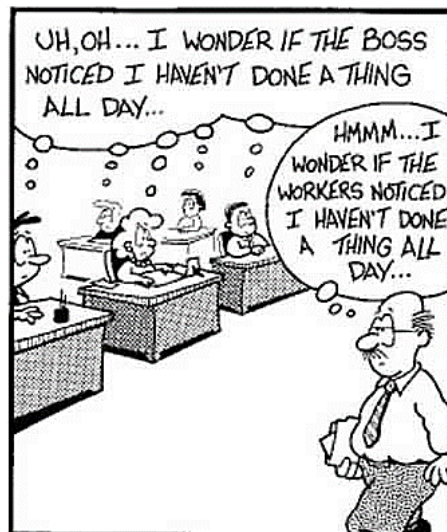
9.3 The sales manager expressed the need to have a more responsible and hard working team. What assumptions (or beliefs) would you recommend the Sales Manager adopt in order to improve the commitment of the team members? [5]

QUESTION 10
(REFLECTION)

Reflecting on the knowledge you have gained in this module, provide any two reasons why money is **not** necessarily a motivator. [2]

QUESTION 11
(REFLECTION)

Look at the cartoon³ below that depicts a *disengaged* workforce:



Think back to a situation(s) at your current or previous employer or at university (your peers and lecturer) where you have observed (or experienced) similar behaviours. With your situation in mind, answer the following questions using the table format below.

³ Source: <http://funnystack.com/wp-content/uploads/2014/10/Funny-Humor-Images-89.jpg>

11.1 List four possible problems you think are causing employees to be disengaged.

[4]

11.2 For each problem you listed in Question 11.1, indicate what your recommendation/solution to solve the problem.

[4]

	Question 11.1 Possible problems	Question 11.2 Recommendation/solution
<i>1</i>		
<i>2</i>		
<i>3</i>		
<i>4</i>		

END OF PAPER

TOTAL: 100 MARKS