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| <b>FACULTY/COLLEGE</b>                            | College of Business and Economics  |
| <b>DEPARTMENT</b>                                 | Industrial Psychology and People Management                              |
| <b>CAMPUS(ES)</b>                                 | APK, SWC   |
| <b>MODULE NAME</b>                                | Human Resource Management 2A   |
| <b>MODULE CODE</b>                                | MHB2B01 / HRM22B2  |
| <b>SEMESTER</b>                                   | Second   |
| <b>ASSESSMENT OPPORTUNITY,<br/>MONTH AND YEAR</b> | SSAO – Supplementary Summative Assessment<br>Opportunity<br>January 2020 |

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|------------------------|---------------------------|--------------------|-----|
| <b>ASSESSMENT DATE</b> | January 2020              | <b>SESSION</b>     | TBA |
| <b>ASSESSOR(S)</b>     | Dr C Mabaso, Mr D Lotriet |                    |     |
| <b>MODERATOR(S)</b>    | Dr J Mitonga-Monga        |                    |     |
| <b>DURATION</b>        | 3 hours (180 min)         | <b>TOTAL MARKS</b> | 100 |

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| <b>NUMBER OF PAGES OF QUESTION PAPER (Including cover page)</b> | 7 |
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**INFORMATION/INSTRUCTIONS:**

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- This is a closed-book assessment.
  - There are 9 questions **Questions 1 to 4 are compulsory.** (You need to answer only 5 Questions). **The 5<sup>th</sup> question is an elective.**
  - Read the questions carefully and answer only what is required.
  - Number your answers clearly and correctly as per the question paper.
  - Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
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**QUESTION 1**

**[20 MARKS]**

**Employee turnover crisis in the freight company**

Nkobi Holdings have been in the Freight Industry for almost two decades. With the economic down turn, it has been difficult to contain the turbulent business environment. The business is battling to keep up with tough competition and unfortunately they are also losing their talent to rival companies. Sbonisiwe, operations director at the firm said “My star employees abandon me” and “the empty bench”. These employees have left to join the rival companies as they are offered more lucrative packages. Employees who are not making plans to leave commit ‘emotional desertion of the workplace’. This is where an employee has no plans to leave, but neither does he/she make an effort to use his/her talents to benefit the organization. The organisation also facing the risk of “the empty bench,” which refers to insufficient successors to key positions in the organization. This occurs when an employee quits or is promoted to another job, and there is no one to fill his/her place. Even if it seems that there is a suitable successor for the position, it may take them a long time to become effective in the new job. A position that remains unfilled may lead to loss of revenue and to a failure to achieve company objectives. Lack of talent management in the firm seems to affect everyone negatively. Referring to the above case study

- 1.1 Define the term “talent management” and outline components of talent management. **[4]**
- 1.2 Provide a synopsis (outline) of the challenges that are faced by Nkobi Holdings. Advise the company on why it is essential to invest in talent management. Your expert advice should provide a workable company solution. **[16]**

**QUESTION 2**

**[20 MARKS]**

- 2.1 Needs analysis in the organisation can be done at different levels. Discuss at least four types of needs analysis in organisations. **[8]**
- 2.2. Illustrate, by means of a diagram, the steps involved in the needs analysis process. **[8]**
- 2.3 Examine at least two methods that can be used to collect data for a needs analysis. **[4]**

**QUESTION 3**

**[20 MARKS]**

- 3.1 According to Noe (2019), the use of social media, smartphones and other new technologies will most likely increase in the future. Discuss at least four major reasons for an increase in the usage of new technologies for training delivery and instruction. **[8]**
- 3.2 New technological advances have influenced the training in organizations. Describe at least two technological methods that can enhance training in the 4<sup>th</sup> Industrial revolution. In your discussion, outline the benefits of each technological method (s). **[8]**
- 3.3 With the inception of 4<sup>th</sup> Industrial Revolution, certain skills will become redundant. The training role will also change drastically. Skills transformation for trainers will be a key in order to be successful in the future. What skills sets do you think trainers needs to have in order to be successful in the future? **[4]**

**QUESTION 4****[20 MARKS]**

South Africa has a poor record of human resource development, making it difficult to compete effectively in the global knowledge economy. Major skills shortages exist in the economy. This is noted in the technical, engineering, accounting and managerial sectors. Government initiatives to address the skills shortages include the introduction of the Skills Development Act.

- 4.1 Describe at least four macro factors that may affect training and development in the South African context. **[8]**
- 4.2 In order to address skills development shortages, an HRD Strategy for South Africa was initiated. The purpose of the strategy was to identify and implement a set of actions that would create sufficient leverage for the full scope of HRD inputs and activities in order to promote outcomes that favor the country's development priorities. HRD Strategy is supported by SETAS, skills plans and learnerships, the Council of Higher Education, the National Board for Further Education and Training, and SAQA. Provide an outline of the major goals of HRD Strategy. **[3]**
- 4.3 In addressing skills development, the National Qualification Framework was established. Discuss the objectives of the National Qualification Framework (NQF) as outlined in the SAQA Act. **[5]**
- 4.4 The design of training systems, including curricula, requires close co-operation between education and training providers and employers especially in those programmes providing vocational training. In areas of work such as the artisan trades, apprenticeships have traditionally been the pathway to qualifications. The SETAs play a crucial role in facilitating such workplace learning partnerships between employers and educational institutions. Explain the functions of SETAs in the skills development context. **[4]**

**QUESTION 5**

**[20 MARKS]**

5.1 Define the following terms:

5.1.1 Development [1]

5.1.2 Career [1]

5.2 Discuss current trends in using formal education for development. [4]

5.3 Explain how job experiences can be used for development and suggest a job experience to match employee development. [4]

5.4 Discuss the steps in the development planning process. [10]

**QUESTION 6**

**[20 MARKS]**

15% of training hours are delivered in a virtual classroom; 31% are delivered online; 41% of learning hours involve technology-based training methods; 86% of companies are using learning management systems; 54% of large companies deliver training online, compared to 28% of small companies.

6.1 Technology has influenced the training field and organizations are also embracing this change. Explain, by giving practical examples, how new technologies can influence training in organizations? [7]

6.2 Discuss at least five **technology-based methods** that organizations can provide to their workforce in order give a positive learning experience. [10]

6.3 Discuss at least three advantages of online-learning. [3]

**QUESTION 7**

**[20 MARKS]**

7.1 Online learning, computer-based training (CBT), e-learning and web-based training refer to instruction and delivery of training by computer through the internet or the web. Trainees can still interact with the training content, answer questions, and choose responses regarding how they would behave in certain situations, but they cannot collaborate with other learners. Describe features of online learning. [12]

- 7.2 Several studies have demonstrated that most workplace learning occurs informally, on the job or through interactions with others. Technology has presented many benefits in terms of training but traditional training methods cannot be overlooked. Critically advise the organization about four traditional methods that can be used to offer training. **[8]**

**QUESTION 8**

**[20 MARKS]**

- 8.1 Many organisations have no link between organisational results and performance ratings. It is not uncommon for employees to receive an "exceeds performance" rating, although the department or business unit performance is below par. In addition, people seldom have conversations about how to develop skills that will improve performance. Discuss design factors of effective development systems in organisations. **[10]**
- 8.2 Discuss at least five approaches to development that are available to organisations. **[10]**

**QUESTION 9**

**[20 MARKS]**

**Easing the Learning Curve**

Ironically, as daunting as learning about new technologies can be, there is an opportunity to leverage it by creating interactive training tools that encourage role-play, simulations and gamification. Devices such as wearables, smartphone apps and virtual reality headsets are consumer tech devices that are already used by the majority of us in our everyday lives. By using these devices, employers can dramatically ease the learning curve for employees while making learning more active and engaging. This can alleviate the pressure on employees to cope with the speed of change driven by digital disruption.

- 9.1 Recent trends in technology have provided a variety of training methods to provide training to trainees. Discuss the methods that you can use in your organisation to provide training. Substantiate your discussion by including possible benefits for the method chosen. **[8]**
- 9.2 With the inception of 4<sup>th</sup> Industrial Revolution, certain skills will become redundant. The training role will also change drastically. Skills transformation

for trainers will be a key factor for future success. What skills sets do you think trainers needs to have in order to be successful in the future? **[8]**

- 9.3 Explain the excitement about using “big data” related to learning, training, and development. How is “big data” useful? Explain **[4]**

**TOTAL: 100 MARKS**

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