



FACULTY/COLLEGE	College of Business and Economics
DEPARTMENT	IPPM
CAMPUS(ES)	APK
MODULE NAME	IP Practice
MODULE CODE	IPS 8X04
SEMESTER	Second
ASSESSMENT OPPORTUNITY, MONTH AND YEAR	SSAO – Supplementary Summative Assessment Opportunity January 2020

ASSESSMENT DATE	January 2020	SESSION	TBA
ASSESSOR(S)	Ms Neo Mamathuba		
MODERATOR(S)	Ms Daphne Pillay		
DURATION	3 hours (180 min)	TOTAL MARKS	100

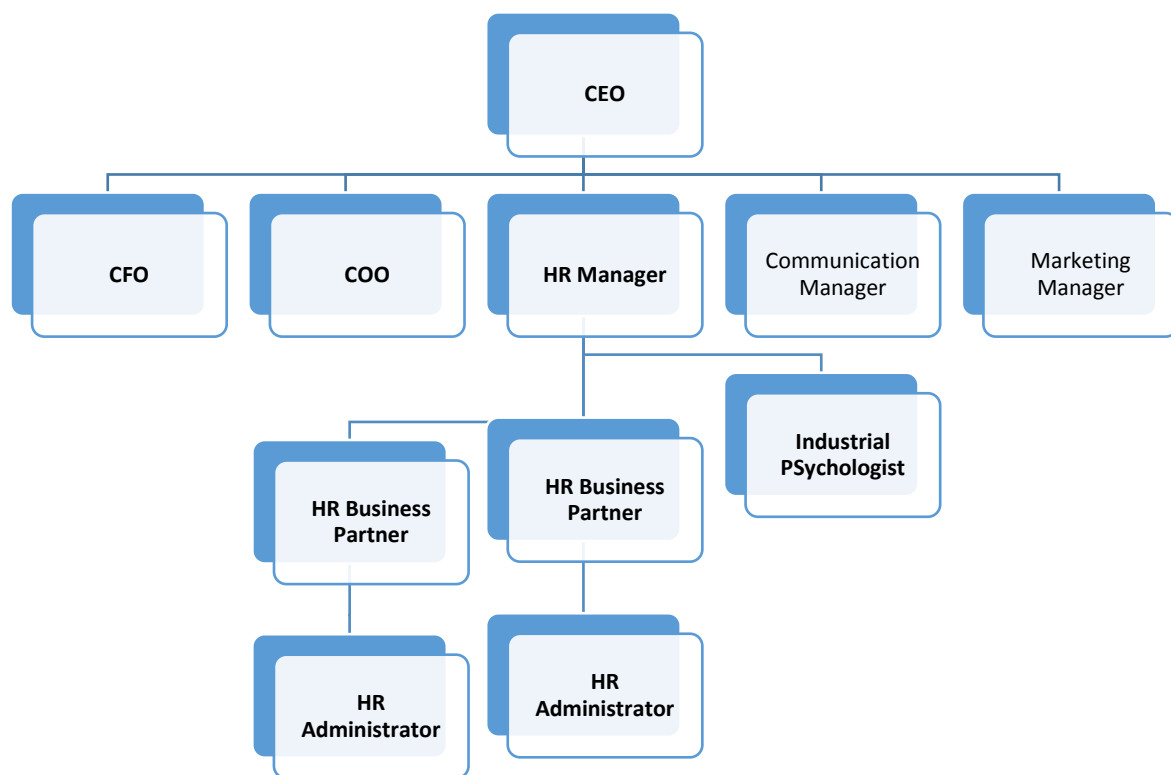
NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	4
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INFORMATION/INSTRUCTIONS:

- This is an open-book assessment.
- Remember that this is an Honours module and the examiners will expect work which is appropriate at Honours level. It is important to provide answers that will convince the examiners that you actually understand what you are writing. Words, without any explanation, will obviously not suffice.
- There are 5 questions. Answer all the questions.
- 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.

Case study:**Nekari Pty Organizational Structure:**

Below is Nekari Organizational structure. Our focus area for the exam will be the Human Resources (H.R) division/department. In the HR division, the HR Manager has recently appointed two HR business partners. The two administrators have been with the company for just over three years. You are the industrial Psychologist in the team and have been with the team for just over a year. As the Industrial Psychologist, you are the deputy HR Manager or Assistant manager. Your duties include managing the HR team in tandem with the HR Manager. The HR Manager is very busy and has asked for your assistance and guidance in some of her duties of managing the team successfully to greater heights.



JOB DESCRIPTION

Job Title: HR Business Partner

Reports to: HR Manager

Primary Job Purpose:

1. Recruitment and Resourcing
2. To support the HR Manager to achieve the HR & Development team's strategic objectives, as set out in the HR Strategic Action Plan
3. To act as Change Agent in Managing Organisational Change where this relates to HR related activities e.g. restructures, compulsory redundancies and voluntary severance schemes etc.
4. Reward and Recognition
5. Employee Relations
6. Employee wellness

Competencies:

1. Professional and approachable
2. Tactful and diplomatic
3. Ability to work on own initiative and under pressure
4. Team player
5. Flexibility in approaching work situations
6. Able to work confidentially
7. Competent in dealing with difficult situations

QUESTION 1

[20 MARKS]

- 1.1 The HR Manager has requested your assistance in **designing a Performance Management contract** for the new HR business partners that have just started at Nekari Pty. Ensure to include all necessary elements of a performance contract and the content that will be ready for the discussion and rating. (15)
- 1.2 It is now half way into the year, the HR manager has had the discussion with one of the HR business partner about his progress. The HR business partner is adjusting well into the new role. To make his performance even greater, he will benefit from a change management 6 months short course offered at Henley business school. The HR manager has given you the rough paper she used in the discussions with the HR business partner and has asked you to kindly **complete the performance contract** (complete the discussion components in the same contract you designed in Question 1.1). The ratings for the work done are mostly average. (5)

QUESTION 2

[30 MARKS]

The HR Team is getting to know each other. The HR manager has asked you as the Industrial psychologist to develop a team building exercise. In your team building exercise consider the following:

- 2.1. Identify four activities that you will include in the team building session, and explain why you decided on those particular activities for this team. (8)
- 2.2 Outline the **team journey** for the team by providing a detailed description of elements of team dynamics. (20)
- 2.3 Using the team journey that you have explained above, describe which **stage** is the HR team currently at? (2)

QUESTION 3

[30 MARKS]

The new two HR business partners have discussed their salaries, against the company rules. The one business partner is feeling disengaged because she feels like her male counterpart earns more than her. She booked a meeting with the HR Manager to discuss her unhappiness about her salary. The HR Manager's schedule is busy and has asked you the Industrial psychologist to explain how the salaries are structured at the company by:

- 3.1 Taking the business partner through the company composition of the total reward structure. (10)

QUESTION 4

[20 MARKS]

One of the administrators has been showing signs of misconduct. The HR manager has asked you the Industrial psychologist to advice on the way of approaching the dismissal by:

- 4.1 Providing guidelines on the **procedural (11 Marks)** and **substantial (9 Marks)** elements that needs to be considered in carrying out a dismissal based on misconduct?

QUESTION 5

[20 MARKS]

Considering that tensions are running between team members you as the Industrial Psychologist recommended to the HR manager that an external facilitator be appointed to take the team through conflict resolution process.

- 5.1 In looking for a facilitator, describe the characteristics of an effective facilitator and explain why each characteristic is important in the conflict resolution process (12)
- 5.2 Highlight the considerations you will take in ensuring that the logistical arrangements for the course have been made effectively. What will you do as the person arranging all the logistics for the facilitation course to ensure that the smooth running of the course? (8)

~ End ~