



FACULTY/COLLEGE	College of Business and Economics
SCHOOL	School of Management
DEPARTMENT	Business Management
CAMPUS	APK
MODULE NAME	Economics for the Business Environment
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ASSESSMENT OPPORTUNITY, MONTH AND YEAR	Supplementary Assessment November 2021

ASSESSMENT DATE	SESSION	
ASSESSOR	Dr C Mara Dr H Boikanyo	
MODERATOR	Dr P Thomas	
DURATION	150 mins	TOTAL MARKS 100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	5
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INFORMATION/INSTRUCTIONS:

- This is a closed-book, online assessment.
- You may log on any time from 8am on ? January until 8am on ? January 2022, but for this assessment you have a maximum time allocation of 120 minutes.
- No late submissions are accepted.
- No offline submissions are accepted.
- In terms of the University of Johannesburg's plagiarism policy, you could be charged with plagiarism and we reserve the right to give you a mark of zero for plagiarised answers, or to punish you with a 10% mark deduction.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

Read the case study below and answer the questions that follow:

HRM in the Hong Kong Police Force

The Hong Kong Police Force (HKPF), established in 1841, currently has a workforce of around 40,000 personnel. The organization's policy is to recruit throughout the year and looks at hiring "high caliber" individuals for the roles of inspectors and constables. The Hong Kong Police College, which was established in January 2006, is designed to run nine-month courses to provide comprehensive training for inspector-level candidates.

Despite the need for more officers and the continuous recruitment, it isn't very easy to join—the HKPF is extremely selective. It believes that its people are its greatest asset, so an officer's access to professional development programs increases during their service in the force as well as after receiving promotions. Officers at the middle-management level are trained in leadership and commanding during critical incidents. Officers in the Force are only granted increments if their performance is considered satisfactory or better. Based on the belief that every individual is a big asset to the organisation, the HKPF HR managers spends considerable resources and effort on acquisition and training. It also adopts and implements international human resources management (HRM) practices to give them an edge over private employers. Acquisition of the right people begins with recruitment and selection for entry-level posts, mostly police constables and police inspectors, but also station commanders and district managers.

The public affairs officer is actively engaged in publicizing the recruitment program through mass and social media, local organizations, schools and universities. The Hong Kong Police Mentorship Program (PMP) looks for interested undergraduate students and enrolls them in a mentor-mentee program with members of the Force; the mentors serve as role models to the prospective recruits. PMP participants usually have a higher success rate in securing full-time posts in the Force after graduation than those acquired through other recruitment channels. The selection process for police officers tries to identify various core competencies in each candidate, like communication, judgment, confidence, and leadership. Candidates who apply for the post of police inspector have to pass a written examination, which includes English and Chinese language proficiency tests, an aptitude test, and the Basic Law (BL) test. In 2010, a psychometric test was introduced to assess candidates' personalities. An extended interview (or assessment center) that requires group discussion, presentation, and management and leadership exercises is also conducted to gauge competencies such as communication, judgment, confidence, leadership, a strong moral sense as well as staff and resource management. Then, a panel interview, physical fitness test, an integrity check and a medical examination are arranged.

The trainers at the Police College are responsible for training and developing the new recruits. They have to arrange and often present stringent training programs for recruits with a focus on foundational knowledge and skills, and in the process negotiate budgets from, and report to, the station commander in charge of the Police College. The training programmes offered cover law and procedures, practical

exercises, police tactics, weaponry, parades, first aid, and public order. The programs also lay out the vision, common purpose, and values of the force. In addition to these programs, a variety of developmental training courses are organized by the college's Professional Development Learning Centre specifically for junior police officers, inspectors, and superintendents after they complete a specified number of years of service or have received a promotion. Overseas development opportunities may also be provided. As the work is quite demanding, police officers in Hong Kong are paid a little more than the civil servants in other departments. Newly recruited constables earn around \$3,999–\$4,387 while new inspectors and senior inspectors receive around \$8,645–\$9,806 upon successful completion of standardized police examinations. After graduation, the police officers are assigned to a specific unit or formation for a few years. Then they regularly rotate through posts in different units or districts. This rotation is believed to benefit the individual officers as well as the organization as they can gain more experience in policing, administration, and human resource issues, thus getting a better and more rounded career development opportunity. Each officer builds more relationships, develops greater confidence in their job-performance, and gains a holistic view of the force. This also enables the police organization to achieve better coordination and succession planning and be less susceptible to corruption in the local communities. As a result, a learning culture is developed that constitutes a vital part of the HKPF's strategic human resource management framework.

Source: Robbins, S, Coulter, M. DeCenzo, D. *Fundamentals of Management, eBook, Global Edition, 11th Edition*. Pearson (Intl).

QUESTION 1

[10 MARKS]

From the case study, give one example of each type of skill the following officers need to hold. Motivate why you think so. Hint, you can use the table below in your answer.

Person	Type of skill	Motivation
Police officer		
HR manager		
Station commander		
District manager		
Public affairs officer		

QUESTION 2

[15 MARKS]

- 2.1 Can an organisation such as the HKPF benefit from using social media? Describe the power and potential pitfalls of using social media and suggest how HKPF managers can use social media to the advantage of the organisation. (7)

- 2.2 Explain “a strong moral sense”. (3)
- 2.3 Suggest five actions the HKPF managers can perform if they are serious about building and ethical police force. (5)

QUESTION 3**[19 MARKS]**

Police officers are regularly rotated through posts in different units or districts. Such change may disrupt their lives and requires change management.

- 3.1 Explain three types of changes that may affect the HKPF. (6)
- 3.2 Give two examples of each type of change in the HKPF. (6)
- 3.3 Compare and contrast “outcome orientation” and “people orientation” and describe in your own words which culture is followed in the HKPF. Motivate your answer. (7)

QUESTION 4**[5 MARKS]**

An example from the case study of setting standards to facilitate control is that officers in the HKPF are only granted increments if their performance is considered satisfactory or better. Quote five other examples from the case study of HKPF management setting standards to facilitate control. (5)

QUESTION 5**[13 MARKS]**

- 5.1 Discuss the strengths and weaknesses of a functional structure. (6)
- 5.2 Discuss the seven contingency factors that may generally affect organizational design at the HKPF. (7)

QUESTION 6**[8 MARKS]**

Identify the environmental forces that affect the current development of various HRM activities in the HKPF. (8)

QUESTION 7**[10 MARKS]**

In your own words, describe the five dimensions of Emotional Intelligence (EQ). Provide five examples of how police officers at the HKPF could perform their duties better with such EQ. (10)

QUESTION 8

[12 MARKS]

Compare and contrast the four contemporary theories of motivation. (12)

QUESTION 9

[8 MARKS]

“A leader’s effectiveness depends on their followers’ ability.” Identify and briefly discuss the theory that claims this. (8)

END OF MEMORANDUM