## HRM 2605 MAYJUNE 2013 SOLUTION

**SECTION A (30 MARKS)**

| 1. 1 | 6. 1 | 11. 3 | 16. 3 | 21. 3 | 26. 1 |
|---|---|---|---|---|---|
| 2. 3 | 7. 4 | 12. 2 | 17. 3 | 22. 4 | 27. 2 |
| 3. 2 | 8. 2 | 13. 4 | 18. 1 | 23. 3 | 28. 3 |
| 4. 2 | 9. 1 | 14. 3 | 19. 1 | 24. 3 | 29. 1 |
| 5. 2 | 10. 4 | 15. 2 | 20. 3 | 25. 2 | 30. 3 |

**SECTION B**

**QUESTION 1 (20 MARKS)**

**1.1 (12 marks)**

a) Direct applications
b) Employee referrals
c) University/school campus recruiting
d) Private employment/recruiting agencies

Direct applications

- Direct applications by mail or by individuals applying in person.
- Inexpensive source of good job applicants.

Employee referrals

- Employees who recommend applicants place their own reputations on the line; therefore they are careful to recommend only qualified and capable applicants.
-  Its quick and inexpensive

University/school campus recruiting

- Pre-screening has replaced old method of selection from the placement office's CV book.
- Pre-screening programmes are designed to identify top students and to begin introducing them to employers.
- Professors and teachers play a critical role in identifying students.

Private employment/recruitment agencies

- A goo d employment agency can save the personnel office valuable time by screening out unqualified applicants and locating qualified ones.
- Effective agencies may also save money by reducing recruitment and selection costs.

Advertising

- Employers having difficult time attracting qualified applicants have begun to use more creative advertising, including:
  o Images that sell the company first

- o Recognition of high-tech professional people
- o Strong visuals as attention getters – "flipper proof"
- o Humour and graphics to attract attention
- A successful recruitment advertisement is based on the answers to four questions:
  - o What do you want to accomplish? Who, how many, what time frame
  - o Who do you want to reach? Demographic and motivations
  - o What should the message convey? Identify facts to be included e.g. duties
  - o How and where should you advertise? Decide which of the nine major types of advertising medium should be used

**1.2 (3 marks)**

- A grievance is a formal complaint by an employee or employees concerning a problem in the work environment or relating to an employment relationship.
- A complaint is an expression of dissatisfaction without activating the formal procedures e.g. dissatisfaction over wages.

**1.3 (5 marks)**

- It is a safety valve that will release the tension and dissipate the latest aggression found in all organisations
- It allows the raising and settling of grievances for an employee without fear, retribution or victimisation
- It allows a managers to identify and remove causes of dissatisfaction or conflict
- It facilitates the development of positive worker morale
- It helps the business to achieve its goals more successfully

**QUESTION 2 (20 MARKS)**

**2.1 (10 marks)**

a) Needs assessment
b) Training and development
c) Evaluation

a) Needs assessment

- Systematic analysis of the specific training management development activities required by an organisation to reach its objectives – good for organisations with HR problems.
- May be conducted on three levels:
  - o Organisational analysis
    - Organisation-wide performance criteria e.g. absenteeism, turnover, employment equity problems, etc.
    - The purpose of this analysis is to uncover major problem areas that may indicate a need for training.
  - o Operations analysis (job/task analysis) – the purpose is to determine how a job should be performed – the desired level of performance.

- o Individual analysis – focuses on the employee and is used to identify employees for training. The two purposes of individual analysis are:
  - ▪ Who currently needs training and development?
  - ▪ What skills, knowledge, abilities or attitudes needs to be acquired or strengthened now and in future – the performance gap must be filled.
- Management succession chart (executive succession chart) – chart or schedule that shows potential successors for each management position within the organisation.

b) Design and delivering of training and development

- Training design:
  - o Principles of learning
  - o Motivation
  - o Participation
  - o Feedback –reduces anxiety
  - o Organisation – segments of material must build on one another.
  - o Repetition
  - o Application
  - o Training and delivery
- On-the-job (OJT) training and development – training showing the employee how to perform the job and allowing him or her to do it under the trainer's supervision.
  - o Job rotation (cross-training) – training that requires an individual to learn several different jobs in a work unit or department and perform each for a specific time period.
  - o Enlarged and enriched job responsibilities
  - o Job instruction training
  - o Mentoring – functions concerned with the career advancement and psychological aspects of the person being mentored.
- Away-from-the-job training and development – in-house and off-site programmes:
  - o Case study
  - o Management games
  - o Role-playing
  - o In-basket exercise
  - o Behaviour modelling
  - o Sensitivity training

c) Evaluation

- The purpose is to determine if employees learned new skills and attitudes or a body of knowledge as a result of the training and development.

**2.2 (10 MARKS)**

| JOB EVALUATION METHOD | DESCRIPTION |
|---|---|
| Job ranking | Job which is most worth is ranked first. Jobs are placed in hierarchical order |
| Job classification | Each job is then given a grade level |
| Point method | Broken down into sub-factors and points are allocated for each factor and added to obtain total points for each job |
| Factor comparison | Compensable factors such as responsibility, skills, mental effort and working conditions are selected and the jobs are described in terms of these factors. They are then allocated a wage rate, and calculated again. |

## QUESTION 3 (20 MARKS)

**3.1 (10 marks)**

a) Conference/discussion
b) Lecture
c) Role-playing
d) Management games (or simulation)

- Conference/discussion
  - Discussing problems and critical issues in a conference/discussion format permits dialogue between the trainer and trainees
  - The two-way communication provides trainees with immediate feedback on their questions and ideas and heightens the motivation for the learner.
- Lecture
  - Lectures are one-way communications
  - Their strength lies in delivering uniform information to a large group of people in a timely manner
  - Participants are often bored and listen inattentively
  - Behavioural skills seem to be learned more effectively through interactive methods such as role-playing or case studies
- Role-playing (or reality practice)
  - Participants are required to respond to specific problems they may actually encounter in their jobs.
  - Participants play the role of those involved in an organisational problem.
  - Primary goals are to analyse interpersonal problems and develop human relations skills.
- Management games (or simulation exercises)
  - Designed to replicate conditions faced by real organisations and usually involve competing teams that both make decisions concerning planning, production, finance and control of a hypothetical organisation.
  - The winner is typically the team that achieves the highest net profits at the end of the game.
  - Benefits include:

- As a team member, the participant is able to study group dynamics such as conflict resolution, communication patterns and development of interpersonal relationships
- The trial-and-error process of game playing enables participants to learn from mistakes without jeopardising a real organisation.
- Participants can examine how various areas of an organisation interrelate e.g. how advertising expenditure affects sales volume.
- Participants find games fun and interesting

**3.2 (10 marks)**

- Dismissal is the termination of employment by the employer against the will of the employee.
- Three grounds for the dismissal are:
  - Misconduct – when the employee has breached or contravened a rule or standard in the workplace, the focus is thus on the employee behaviour or conduct.
  - Incapacity – the focus is on the employees' ability to do the work for which they were employed. The key is whether or not they meet the required minimum standards set by the employer and agreed upon in the employment contract.
  - Operations requirements – this is a no-fault dismissal. Most common dismissal is retrenchment. The employer must have a valid economic reason for terminating the services of the employees.