

**HRM2605 OCTOBER/NOVEMBER 2012 SOLUTION****SECTION A (30 MARKS)**

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

**SECTION B****QUESTION 1 (20 MARKS)****1.1 (8 marks)**

The grounds for dismissal are misconduct. The employer needs to have taken the following into consideration:

- The matter must be investigated
- The employee must be given prior notice of the charge brought against him as well as the results of the investigation.
- The employee must be given the chance to state his case in response.
- The employee must be entitled to assistance and representation by a trade union official or fellow worker.
- The employee must be notified in writing of the employer's decision.
- The employer must provide the employee with reasons why dismissal was seen as the appropriate sanction.

**1.2 (10 marks)**

- The employee will have 30 days to dispute the unfair dismissal
- The dispute will be taken to CCMA
- Conciliation will occur
- The council will make a ruling
- If there is a failure to resolve the dispute, it will be referred for arbitration
- Arbitration will occur and the relevant party will be awarded compensation or the dismissal will stand, depending on the findings

**1.3 (2 marks)**

- Thabo can take a fellow employee or a trade union representative
- The employer can have the HR department to represent the company

**QUESTION 2 (20 MARKS)****2.1 (15 marks)**

The work hierarchy of work activities is:

- Job family – this is a category in which the job falls into e.g. compensation managers
- Occupation – jobs that are combined across the organisation based on their skills, efforts and responsibilities e.g. compensation specialist
- Job – a group of positions that are similar enough in their job elements, tasks and duties to be covered by the same job analysis e.g. payroll manager.
- Position – a combination of all duties required of the person performing the job. Each person in an organisation hold a position e.g. compensation policy administrator
- Duty – several distinct tasks that are performed by an individual to complete a work activity for which they are responsible e.g. payroll processing
- Task – an identifiable unit of work activity that is produced through the application of methods, procedures and techniques e.g. preparing payroll forms
- Element – the smallest practical unit into which any work can be subdivided e.g. signed payroll cheques

**2.2 (5 marks)**

- The old labour act was amended so much it no longer formed an intelligible piece of legislation
- The system of collective bargaining did not function adequately
- There was no structural support for worker participation in decision making
- The dispute resolution was ineffective
- The needs for small businesses were not adequately addressed
- The old act did not comply with labour provisions in the interim constitution

**QUESTION 3 (20 MARKS)****3.1 (4 marks) (include examples)**

- Acquainting new employees with job procedures
- Establishing relationships with co-workers, including subordinates and supervisors
- Creating a sense of belonging among employees by showing them how their jobs fits into the overall organisation
- Acquainting new employees with the goals of the organisation
- Indicating to the employees the preferred means by which these goals should be attained
- Identifying the basic responsibilities of the job
- Indicating the required behaviour patterns for effective job performance

**3.2 (4 marks)**

- Recruitment
  - Job descriptions may be used to develop recruitment advertisements and provide applicants with additional information about job openings.
- Interviewing
  - Job descriptions are often used when they include job specifications as a means of providing the interviewer with concise, accurate information about the job.
  - The interviewer can then better match the applicant to the job opening and make sure that the minimum qualifications of the job are met by the applicant.
- Orientation
  - New employees may be given job descriptions to spell out job requirements and areas to be evaluated.
- Training
  - Organisations use job descriptions to specify both the training an employee requires for effective performance and the type of training current employees may need to become promotable.

**3.3 (12 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:
  - 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.
  - Operations analysis (job/task analysis) – the purpose is to determine how a job should be performed – the desired level of performance.
  - 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:
  - Principles of learning
  - Motivation
  - Participation
  - Feedback –reduces anxiety
  - Organisation – segments of material must build on one another.
  - Repetition
  - Application
  - 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.
  - 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.
  - Enlarged and enriched job responsibilities
  - Job instruction training
  - 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:
  - Case study
  - Management games
  - Role-playing
  - In-basket exercise
  - Behaviour modelling
  - 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.