

HRM2605 OCTOBERNOVEMBER 2014**SECTION A (30 MARKS)**

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

SECTION B**QUESTION 1 (20 MARKS)****1.1 (10 marks)**

Job design refers to the manipulation of the content, functions and relationships of jobs in a way that both accomplishes organisational purposes and satisfies the personal needs of individual job-holders.

The motivational job category includes:

- job rotation
- job enlargement
- job enrichment

Job rotation:

One technique designed to enhance employee motivation is **job rotation**, or periodically assigning employees to alternating jobs. Job rotation is therefore the process of shifting an employee from job to job.

The advantage of job rotation is that employees do not have the same routine job day after day. Job rotation does not solve the problem of boring or repetitious jobs; it only addresses the problem of assigning employees to different jobs of limited scope whilst the depth of the job does not change. Employees are simply assigned to different jobs with different cycles.

Job rotation is however very useful in the training and development of inexperienced employees. At higher levels, rotation also helps develop managerial generalists because it exposes them to several different operations.

Job enlargement:

Another means of increasing employee motivation is **job enlargement**, or increasing the number of tasks performed. Job enlargement, like job rotation, tries to eliminate short-cycle jobs that create boredom. Unlike job rotation, job enlargement actually increases the job cycle.

When a job is enlarged, either the tasks being performed are enlarged or several short additional tasks are given to one worker. The scope of the job has thus increased because more tasks are performed by the same worker.

Job enlargement changes the pace of the work and the operation by reallocating tasks and responsibilities, but it does not increase the depth of the job.

An enlarged job requires a longer training period because there are more tasks to be learned. Worker satisfaction should increase because boredom is reduced as the job scope is expanded. However job enlargement programmes are successful only if workers are more satisfied with the jobs that have increased in scope, such workers are less prone to resort to absenteeism, grievances, slowdowns and other means of displaying job dissatisfaction.

Job enrichment:

Organisations with employees who have high levels of skills and knowledge should consider **job enrichment** programmes. In the job enrichment approach, jobs are redesigned in both scope and depth. Typically, the worker decides how the job is performed, planned and controlled and makes decisions concerning the entire process. The overall purpose is to improve a job by making it more exciting and challenging.

Usually quite comprehensive, job enrichment goes so far so as to group a set of tasks of sufficient complexity to require choices (discretion) about how to bring together the varied operations and get the job done. Typically when one job is enriched, the functions of supervisors and other employees are altered.

1.2 (4 marks)

- Recruitment: Job descriptions may be used to develop recruitment advertisements and to 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.

1.3 (6 marks)

- Pure selection strategy: With this strategy the most qualified person for each position is chosen. Organisations that use this type of strategy can use a number of mathematical formulae to assist them in their decisions. This approach is maximally responsive to the organisation.
- Vocational guidance strategy: This type of placement strategy places the person in the position for which they are most qualified. This approach is maximally responsive to the individual.
- A Compromise staffing strategy: The pure selection and vocational guidance strategies for internal staffing represent opposite ends of a continuum. Both strategies have drawbacks. However, if individual needs are ignored, as they are in the pure selection strategy, unwanted consequences such as high turnover or lower productivity could result. If on the other hand the organisational needs are ignored, as with the vocational guidance strategy,

individual employees may be motivated and happy but some critical jobs may be filled with individuals who are not the best qualified.

QUESTION 2 (20 marks)

2.1 (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

2.2 (5 marks)

- Preventive management - managers identify potential problems that may become serious stressors and take steps to reduce or eliminate them.
- Maintaining a productive culture - The development of and adherence to a mission statement that includes the maintenance of a positive organisational environment and satisfied employees set the right direction.
- Management by objectives – identify employees' goals, clarifies roles and responsibilities and strengthens communication can reduce stress by eliminating uncertainty in critical aspects of employees' jobs.
- Controlling the physical environment - management undertake one or two different strategies (or both). The first strategy is to alter the physical environment (reduce noise, institute better control of temperature, etc.). The second strategy is to protect employees from the environment (with improved safety equipment)
- Employee fitness facilities - facilities include exercise equipment and programmes such as aerobics, weight training, racquet sports and running.

2.3 (5 marks)

No person may take place in a secondary strike unless:

- a) The strike that is to be supported complies with the provisions of section 64 and 65.
- b) The employer of the employees taking part in the secondary strike or, where appropriate, the employers' organisation of which that employer is a member, has received written notice of the proposed secondary strike at least seven days prior to its commencement; and
- c) The nature and extend of the strike is reasonable in relation to the possible direct or indirect effect that the secondary strike may have on the business of the primary employer.

QUESTION 3 (20 MARKS)**3.1 (8 marks)**

Performance appraisal is the process of evaluating how well employees perform their Job when comparing to n set of standards, and then communicating that Information to employees.

Steps in developing a PA system:

- a) Determine performance requirements. What skills, outputs and accomplishments will be evaluated during appraisal each appraisal.
- b) Choose an appropriate appraisal method – different appraisal methods may be used for different groups, such as production, sales and administrative employees,
- c) Train supervisors – they need to prepare fair and accurate appraisals and effectively communicate the evaluation
- d) Discuss methods with employees – discussion should specify which areas of performance are evaluated, how often, how the evaluation takes place and its significance to the employee,
- e) Appraise according Job standards – employee's work evaluated according to predetermined work requirements
- f) Discuss appraisal with employees – supervisor should emphasise positive work performance - as well as areas that need improvement.
- g) Determine future performance goals – setting goals for the employee's future appraisal period is critical because it gives the employee direction for continued or improved performance. Important aspect of PA set goals with the employee (buy-in).

3.2 (8 marks)

- Job ranking method
- Job classification method
- Point method
- Factor compensation method

Job ranking method

- The job with the most “worth” is identified first, the next job with the most worth and so on until all jobs are placed in a hierarchical order.
- Advantages: fast and easy to complete, relatively inexpensive and easy to explain.
- Disadvantages: Limited to smaller organisations where employees are very familiar with various jobs, assumes equal intervals between the rankings which is usually not true and highly subjective.

Job classification method

- Slightly more sophisticated than job ranking but still not very precise. A decision on how many grade levels the job value structure is to be broken into is made (usually varies from 5 to 15) and generic descriptions at each level are written.
- The job descriptions are then compared with the descriptions of the grade level and each job is assigned to the grade level it mostly matches.
- Advantages:
 - Due to its continued use, it is readily accepted by employees
 - Readily adaptable to very large organisations
 - Because classifications are broad and not specific, the system can last for years without substantial change.
- Disadvantages:
 - The classification descriptions are so broad that they do not relate to specific jobs, causing employees to question the grades of their respective jobs.
 - Due to the broad and general classifications, job evaluators may abuse the system.

Point factor method

- The same compensable factors as above are evaluated but more detail is added by breaking the factors down into sub-factors e.g. skills – experience, education; effort – physical, mental
- Instead of using wages the points are allocated at a number of levels (e.g. level 1 – 25 points, level 5 – 100 points) for each factor.
- The jobs are analysed in terms of each factor and individual points added to obtain the total points for each job.
- Advantages:
 - Detailed and specific – jobs are evaluated on a component basis and compared against a predetermined scale
 - Employees generally accept this method due to its mathematical nature
 - The system is easy to keep current as jobs change
 - Due to its quantitative nature, it is easy to assign monetary values to jobs
- Disadvantages
 - It is relatively time-consuming and costly to develop
 - Requires significant interaction and decision making by the different parties involved in conducting the job evaluations

Factor comparison method

- Compensable factors such as responsibility, skills, mental effort and working conditions are selected and jobs are described in terms of these factors.
- The jobs are then ranked on each factor.
- Each factor is weighted in terms of its relative importance to the organisation by allocating a part of each job's wage rate to a factor.
- The total value of each job is then calculated.
- Advantages:
 - Relatively detailed and specific – jobs are evaluated on a component basis and compared against other jobs
 - Usually easier to develop than the point method
 - It is tied to external market wage rates
- Disadvantages:
 - It is relatively difficult to explain to employees
 - Not easily adapted to changes in the jobs being evaluated

3.3 (4 marks)

- 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 job 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.