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UNIVERSITY OF FORT HARE

HRM MAINTENANCE & DEVELOPMENT
HRM 224

MAIN EXAMINATION

NOVEMBER 2024

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TIME : 3 HRS.

SUBJECT : HRM MAINTENANCE & DEVELOPMENT
MARKS : [100] Marks

This paper consists of 6 pages including the cover page

Internal Examiner
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Second Internal Examiner
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INSTRUCTION:
Read carefully and answer **ALL** the **questions** provided in this paper.

Question 1

This section consists of multiple choice questions. Please choose the correct answer among the four options given for each question. Please write ONLY the letter next to the question number, E.G.: 1.1. D

1.1. According to Maslow's need hierarchy, which needs are essential for survival?
a) Esteem
b) Self-actualization
c) Safety
d) Physiological

1.2. Molly and Moon (1997) differentiate between two dimensions of Diversity – primary and secondary. Primary dimensions include one of the following....
a) Religion
b) Race
c) Economic status
d) Educational status

1.3. Which South African law is most relevant to managing diversity?
a) Employment Equity Act
b) Basic Conditions of Employment Act
c) Skills Development Act
d) Skills Development Levies Act

1.4. Discrimination against those seen as unattractive and overweight is called
a) Discrimination based on appearance and obesity
b) Discrimination based on sexual orientation
c) Discrimination based on gender
d) Discrimination based on racial and ethnic background

1.5. Who came up with the Two-Factor Theory of motivation?
a) Abraham Maslow
b) Clayton Adelfer
c) Frederick Hertzberg
d) Douglas McGregor

1.6. This type of change is very minor and virtually nothing is affected...
a) Primary order change
b) First order change
c) Second order change
d) ADKAR model change

1.7. One of the factors influencing change include people in neighbourhoods and communities they live in...
a) Political factors
b) Economic factors
c) Globalisation
d) Social factors

1.8. Initially BRICS member countries were made up of five countries. Which one of these does not belong to BRICS?

a) Brazil
b) Russia
c) Canada
d) India

1.9. According to motivation theories, which of the following is NOT an external (extrinsic) factor…

a) Outside the control of a person
b) Rewards
c) Feelings
d) Benefits

1.10. This type of multinational company invests and have a presence in a number of countries and they use the same brands and image in all their markets

a) Global companies
b) Multinational companies
c) International companies
d) Transactional companies

1.11. Measurements used to quantify the cost and impact of HR processes, systems and initiatives such as employment, wellness and retention are called

a) Balanced scorecard
b) HR Metrics
c) E-HRM
d) HRIS

1.12. Step 3 of the process of selecting an HRIS is

a) Identify potential solutions
b) Rank the requirements for the HRIS
c) Analyse and screen vendors
d) Arrange for software demonstrations

1.13. There are different modules for an HRIS. A module used to estimate future HR needs is called

a) Payroll processing module
b) Organisational structure module
c) HR Planning module
d) Compensation planning and management module

1.14. These types of teams use technologies like video conferencing and emails to interact across geographical timezones

a) Virtual teams
b) Problem solving teams
c) Cross-functional or project teams
d) Production or service teams

1.15. The transition stage in Bergh and Theron's punctuated equilibrium model is characterised by

a) Behaviours and norms that direct future behaviours
b) There is very little progress towards goal attainment
c) The group experiences heightened levels of energy
d) The group realizes they have used half the time allocated

1.16. This type of status is obtained or earned through the task a person has to fulfil in a group

a) Achieve status
b) Functional status
c) Scalar status
d) Ascribe status

1.17. This group decision-making technique is excellent for ensuring everyone in the group fully participates

a) Brainstorming
b) Delphi technique
c) Cost-benefit analysis
d) Nominal group technique
e)

1.18. This leadership approach suggests that people are born with the right characteristics and personalities to make them effective leaders

a) Trait approach
b) Behavioural approach
c) Situational approach
d) Path-goal model

1.19. In this leadership model the leader chooses a leadership style based on the amount of participation which is suitable for the situation

a) Path-goal model
b) Fiedler contingency model
c) Vroom-Jago model
d) Laissez-faire model

1.20. Leadership can also be defined in terms of the power. This type of power is about the knowledge and expertise one has on a specific matter

a) Bargaining power
b) Referent power
c) Legitimate power
d) Expert power

20 Marks

Question 2

This section consists of True/ False questions. Please answer all questions. Please ONLY indicate when the following statements are True or False by writing True or False next to the corresponding question number. E.G. 2.1. True

STATEMENT
2.1. Low certainty avoidance cultures have stronger achievement motivation
2.2. People with a high need for achievement are often the TOP performers in an organisation
2.3. Transformational leaders gives rewards (exchanges rewards for effort or good performance and recognizes accomplishments)
2.4. The transition stage happens when group realizes they have used half of the allocated time
2.5. One of the major concerns about HRIS is that it makes it easier for someone in the organisation to invade the privacy of other employees.

2.6. Multinational companies are importers and exporters with no investments or operations outside the parent country's borders
2.7. Temporary expatriates are exposed to a number of areas in the hope that they would gain experience and insight that will improve their performance.
2.8. The unfreezing phase in Lewin's model of change shapes the behaviours of employees according to the demands of the change
2.9. Disenchantment means that employees know that the past is gone and they are not happy about it
2.10. Parent Country Nationals (PNC) are people from other countries (but not the PC or HC) who work for the MNC
2.11. In a high performing work team open debates are discouraged and only great ideas are considered
2.12. The forming stage in Bruce Tuckman's five stage model is said to be characterised by conflict
2.13. Transformational leaders uses charisma to inspire followers
2.14. Leadership is a person who plans, organizes and controls the resources in the organization, through decision-making
2.15. Emotional intelligent leaders are able to control their own emotions and to achieve high levels of motivation

15 Marks

Question 3

This section consists of a case study. Read through the case study and answer the questions that follows

ABC Enterprises is a manufacturing company situated in the heart of Mthatha. The business manufactures furniture and supplies it to local furniture shops in and around Eastern Cape. During recession in 2022, the business struggled with making sales as a result of struggling suppliers who have had to shut down some of their operations. As part of the strategy to gain sales and remain competitive, they decided on restructuring the business. A part of the restructuring was to align its operational processes to ensure smooth production. A team of 10 member (7 managers and 3 employees) was assembled to develop a process map for the production department. The team was given 2 weeks to complete this task. At the end of the first week, the team realized that they had done about 10% of the work and are now left with only a week to complete the task. They started pointing fingers at one another. The elected leader had to get the team back on track. He started assigning roles to each member. But this is not before he asked the team to come up with ideas on how to get back on track considering they only had one week left to complete the project. During these deliberations he noticed that the team was loafing around and decided to motivate the team by clarifying roles and expectations and offering rewards to team members for their efforts in completing the task at hand. He reminded the team that he was made leader because of his entrepreneurial mindset and behaviours and employed them to stay on track as the future of the business depended on it

3.1. Which type of work teams is visible in the case study? What are the characteristics of this type of team that you have chosen? [4 marks]
3.2. At what stage of the Bergh and Theron's punctuated equilibrium model would you say the team is at? Justify your answer by explaining what happens at this stage. [4 marks]
3.3. Comment on the group size and composition, the number of people in the team, and whether there are any issues with that number. [3 marks]

3.4. Discuss Roles as part of the process for the development of successful teams. [3 marks]
3.5. Considering the different types of leadership styles, which style of leadership is visible in the case study and what are the characteristics of this style? [4 marks]
3.6. Differential between a group and a team. [2 marks]
3.7. Outline the characteristics of an entrepreneur. [10 marks]

30 Marks

Question 4

This section consists of short/ long questions. Answer all questions to the best of your abilities. Remember these are long discussion questions, so discuss, but not among each other.

5.1. Outline the guidelines as prescribed by Nelson for motivating contingent/ part-time employees. [10 marks]
5.2. Explain the ADKAR model of change management. [15 marks]
5.3. Outline the characteristics of a successful/ high performing team. [8 marks]
5.4. Define what is meant by HRIS. [2 marks]

35Marks

TOTAL MARKS FOR MAIN EXAM = 100 MARKS