FACULTY OF MANAGEMENT
FINAL WRITTEN SUMMATIVE ASSESSMENT
DEPARTMENT OF INDUSTRIAL PSYCHOLOGY AND PEOPLE MANAGEMENT

MODULE : HUMAN RESOURCES MANAGEMENT
CODE : MHB1B1
DATE : November 2015
DURATION : 2 HOURS
TOTAL MARKS : 100

EXAMINER(S) : A AKHALWAYA
MODERATOR : J GOBIND
NUMBER OF PAGES : 11 PAGES

INSTRUCTIONS TO CANDIDATES:

• This is a closed-book assessment.
• Question papers must be handed in together with your answer books.
• Read the questions carefully and answer only what is asked.
• Answer all the questions:
  o Answer section A on the scanner sheet provided. Indicate the correct answer as per the instructions on the scanner sheet.
  o Answer section B in the answer book.
• Number your answers clearly.
• Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
• Structure your answers by using appropriate headings and subheadings.
• The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.
SECTION B

QUESTION 1

Differentiate between leadership and management behaviour with a leadership perspective.

QUESTION 2

Describe the two main quests of servant leadership and discuss the four pillars of servant leadership.

QUESTION 3

Define the term “status” and explain the different types of status associated with formal and informal groups.

QUESTION 4

Diagrammatically depict the key activities of the performance management process.

QUESTION 5

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

Ndalo Furnishers Bros

It started with the end of the economic crisis. Initially work trickle in, then larger projects started to get on the order books and then the furniture sector showed early signs of recovery.

It was no exception at Ndalo Furnishers Bros, that this family business the economic clam-down was really felt, but the turnaround was evident from the order book. Since the recession started not a single new manager was recruited and even those that left on their own accord (for example, retiring) were never replaced.

Now with the next upwards cycle on its door-step, capable and experienced managers were hard to get. Managers with the correct skills were very scarce and although the current managers at Ndalo are in high regard, they are not well supported on career planning and career development. Nalo have a flat organizational structure, managed by family members since its inception nearly 80 years ago.
The organisation developed as a family business and is now owned and managed by the third generation. The business is very successful – not only did it survive the economic downturn, but it also poised to expand rapidly under the auspices of the family member’s management. They really need to capitalize on the recovery of the economy worldwide.

It now really needs to become a National role player in furniture manufacturing and will become more and more difficult to manage as the contracts come in from all over the country.

There has to be a managerial restructuring and reformulation of management and the managerial function. Since it did not grow its own wood in the past, so to speak, they need expert advice on career planning and career development.


5.1 Discuss the ten factors in the macro environment that relate to employee development and career management. (10)

5.2 Explain the benefits of training and development to an organisation. (12)

5.3 Define the term “career development” and discuss the most important methods used in carrying out career development. (7)
SECTION C
MARKS]

Read the questions below and answer using the blank crossword puzzle on page 11. Do not leave blanks if the answers are more than one word.

Across
1. _____ is the deliberate, systematic and sustained effort to transmit, evoke, or acquire knowledge, attitudes, values, skills and sensibilities
7. Similar to coaching and mentoring, _____ is the temporary assignment of a manager to a more senior manager to broaden his or her managerial viewpoints
9. _____ is a process by which the knowledge, skills and life experience of a selected professional manager
10. _____ leadership is regarded as a visionary with the ability to inspire high performance
13. _____ the trainee learns the job in an environment that stimulates the real working environment
17. _____ occurs when a person performs multiple roles, with contradictory role expectations
18. A _____ team refers to two or more individuals with complementary skills interacting with each other to achieve particular goals
19. _____ status is earned through hard work and effort and based on the individual’s qualifications and achievements
20. _____ work teams are formed to take accountability for a complete work process

Down
2. _____ is primarily directed at improving an employees job performance
3. _____ the tendency of a group to make premature decisions based on limited information
4. The leadership _____ of Blake and Mouton focuses on attitudes of managers
5. _____ process frequently used to provide the maximum number of ideas in a short period of time
6. _____ is the formal education, job experiences, relationships, and assessments that help employees prepare for the future
8. _____ team are project teams that comprise representatives from a cross-section of the organisation
11. _____ is firstly aimed at accomplishing tasks and secondly, at satisfying the social/emotional needs of employees
12. _____ leadership involves other in decision-making and not engaging in autocratic behaviour
14. _____ with outside individuals and groups is used to achieve excellence and build credibility
15. _____ is method where trainees receive training and gain experience under close supervision
16. _____ status refers to status obtained through an individual’s formal position in a group
END OF ASSESSMENT