



**AFRICA
UNIVERSITY**

(A United Methodist-Related Institution)

“Investing in Africa’s Future”

FACULTY OF MANAGEMENT AND ADMINISTRATION

COURSE TITLE: MMS302 HUMAN RESOURCE MANAGEMENT

SEMESTER 1: PARALLEL EXAMINATION:

November 2013

LECTURER: MUSHONGA A D

INSTRUCTIONS

**You are required to select and answer any 5 questions.
Conceptual models and frameworks will earn you marks
Each question carries 20 marks**

- 1. Many organisations espouse the 'soft' version of HRM, which focuses on treating employees as valued assets, and a source of competitive advantage. The 'Hard' model of HRM stresses HRM's focus on the crucial importance of the close integration of human resource policies, systems and activities with business strategy. Discuss fully, the Soft and Hard models of HRM (20marks)**
- 2. One of the two perspectives of HRM sees people as a resource which can be managed in a rational way, and be combined with other resources, such as capital equipment to produce a more or less predictable set of outputs. The second approach to managing people emphasizes the unique characteristics of people. Discuss fully, these two divergent ways of thinking about human resources (20 marks)**
- 3. The authors of 'Hiring For The Organisation, Not The Job', suggest that hiring for person-organisation fit will become the only effective selection model for the typical business environment. Discuss fully, the authors' ideas on the person-**

**organisation fit approach to
organizational entry (20marks)**

- 4. In thinking about jobs, in making comparisons between them, and in considering movements from one to another, we should bear in mind all of the nine principal job features (Peter War) Use War's nine-feature framework to discuss the nine principal aspects of jobs which can enhance or impair mental health. (20 marks)**
- 5. Performance management is a process for establishing a shared understanding about what is to be achieved, and how it is to be achieved, and an approach to managing people, all of which increase the probability of achieving job related success. Unpack fully, this definition of Performance Management (20 marks)**
- 6.**
 - a. A company has for many years offered a wide range of fringe benefits to its employees, including a subsidized canteen, company cars and free Christmas hampers. In reviewing its policy, the company conducted a**

survey which revealed that employees would have preferred to have received the cash value of the perks, which they could then spend at their discretion. In the light of this finding, the company instituted a profit sharing policy, whereby all 10 000 employees received an annual cash payment equal to between zero and 10% of their annual salary, depending on the financial performance of the company.

b. A manufacturing company has always believed in treating all employees the same in terms of their employment contracts and pay structure. While the workers at the main plant seem to be generally happy with how they are treated, the sales force, which consists of individuals operating largely independently, working from home and pursuing their own leads, has been complaining that its pay is too low. After a steady stream of resignations, the company responded by offering to pay commission of 1% on the sales increase which any individual sales person manages to achieve over the previous year's sales.

c. Members of a small, closely knit team - Blue team - greatly enjoyed the weekend they spent together last year at a country hotel, courtesy of their employer, as a result of being the team

which achieved the lowest number of defects during the year. This year they were told that the company would not be operating the 'top team treat' policy because of financial stringencies introduced in the face of a difficult trading environment - but the firm did say that the scheme would be reintroduced next year. This decision was accepted as fair by the employees. In the event, the company had a better year than expected, and so the managing director made a surprise announcement at the end of the year that the award would be made. He announced simultaneously that Blue team had won for the second year running.

d. A public sector organization recently introduced a performance related pay scheme. Basic pay in the organization was below that offered by the private sector companies, but staff were highly committed to their work. Although managers could not offer everyone more money, they calculated that, by offering the prospect of higher pay, they would increase both satisfaction and effort. Accordingly, a scheme was introduced which paid an annual cash bonus based on the performance of each employee, assessed through the performance appraisal system.

- i. In each of the cases above, what can you say about expectancy, instrumentality and valence?**
- ii. According to expectancy theory, in which case was motivation likely to be highest, why?**