JUNE 2013 EXAMINATION
DATE: 12 JUNE 2013
TIME: 14H00 – 17H00 TOTAL: 100 MARKS
DURATION: 3 HOURS PASS MARK: 40%

(BUS-PM1)
HUMAN RESOURCE MANAGEMENT 1

THIS EXAMINATION PAPER CONSISTS OF 4 SECTIONS:

SECTION A: CONSISTS OF:
(i) 10 MULTIPLE-CHOICE QUESTIONS (10 MARKS)
(ii) 5 TRUE OR FALSE QUESTIONS (10 MARKS)
(iii) 10 MATCHING-STATEMENT QUESTIONS (10 MARKS)
ANSWER ALL THE QUESTIONS

SECTION B: CONSISTS OF 4 SHORT QUESTIONS
ANSWER ALL THE QUESTIONS (10 MARKS)

SECTION C: CONSISTS OF 4 LONG ANSWER QUESTIONS
ANSWER ALL THE QUESTIONS (40 MARKS)

SECTION D: CONSISTS OF 3 INTERPRETATIVE QUESTIONS
ANSWER ANY ONE OF THE QUESTIONS (20 MARKS)

INSTRUCTIONS:
1. Read the following instructions carefully before answering the paper, as failure to act upon them will result in a loss of marks.
2. Write your answers in your answer book, which is provided in the exam.
3. Ensure that your name and student number are clearly indicated on your answer book.
4. Write your answers in either blue or black ink in your answer book.
5. Read each question very carefully before you answer it and number your answers exactly as the questions are numbered.
6. Begin with the question for which you think you will get the best marks.
7. Note the mark allocations for each question – give enough facts to earn the marks allocated. Don't waste time by giving more information than required.
8. You are welcome to use diagrams to illustrate your answers.
9. Please write neatly – we cannot mark illegible handwriting.
10. Any student caught cheating will have his or her examination paper and notes confiscated. The College will take disciplinary measures to protect the integrity of these examinations.
11. If there is something wrong with or missing from your exam paper or your answer book, please inform your invigilator immediately. If you do not inform your invigilator about a problem, the College will not be able to rectify it afterwards, and your marks cannot be adjusted to allow for the problem.
12. This paper may be removed from the examination hall after the examination has taken place.
SECTION A (30 MARKS)

ANSWER ALL THE QUESTIONS

(i) MULTIPLE-CHOICE QUESTIONS

Choose the correct option for each of the following. Write only the question number and your chosen answer. For instance, if you think that the correct answer for number 1 is (a), then write it as 1. (a).

1. Which of the following is not an advantage of a line and staff organisational structure?
   (a) line managers benefit from expert advice
   (b) managers do not waste time making their own mistakes
   (c) decisions are made quickly
   (d) overall productivity is increased

2. Which one of the following job evaluation methods is a subjective method?
   (a) job classification
   (b) factor comparison
   (c) the point method
   (d) job ranking

3. The first phase of filling a job vacancy is:
   (a) induction.
   (b) selection.
   (c) placement.
   (d) recruitment.

4. Which one of the following would not be a responsibility of the employee with regard to health and safety?
   (a) obeying safety regulations
   (b) ensuring that the workplace is safe
   (c) being familiar with the procedures involved in reporting an accident
   (d) knowing the first aid representative and where he or she is located

5. Which of the following types of interview 'goes with the flow'?
   (a) structured
   (b) semi-structured
   (c) unstructured
   (d) panel
6. Which one of the following would not describe strategic planning?
   (a) short term planning
   (b) planning undertaken by top management
   (c) SWOT analysis of the environment
   (d) proactive planning

7. Which one of the following would not be a fringe benefit?
   (a) pension fund
   (b) study bursary
   (c) transport subsidy
   (d) compassionate leave

8. During the last couple of years, many employees have experienced the very traumatic experience of retrenchment. Which one of the following external factors influencing manpower planning, would this involve?
   (a) economic factors
   (b) technological factors
   (c) social factors
   (d) legal factors

9. Which one of the following statement is incorrect with regard to the effect of substance abuse in the workplace?
   (a) the employee creates hazards for both him- or herself and others
   (b) accidents could occur
   (c) co-workers morale is adversely affected
   (d) the employee is compelled to attend counselling

10. Which one of the following is not a disadvantage of internal recruitment?
    (a) inbreeding
    (b) resentment for the successful applicant
    (c) it is difficult to assess the applicant's skills
    (d) there may be better qualified people outside the organisation

(ii) TRUE OR FALSE QUESTIONS

Indicate whether the following statements are True or False. Motivate all your answers.

1. Employees cannot be compelled to participate in employee assistance programmes.
   [5 x 2 = 10]


3. Strategic planning is undertaken by middle management.

4. The ranking job evaluation method is subjective.

5. Quick decisions are made in a line-and-staff organisational structure.
(iii) MATCHING-STATEMENT QUESTIONS

Match the terms in Column B to the statements in Column A. Write down the answers only, for example 1. (a).

<table>
<thead>
<tr>
<th>COLUMN A</th>
<th>COLUMN B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. letter of appointment</td>
<td>(a) stress</td>
</tr>
<tr>
<td>2. market-related salary structure</td>
<td>(b) selection</td>
</tr>
<tr>
<td>3. first training programme</td>
<td>(c) legal benefit</td>
</tr>
<tr>
<td>4. work-related activities over a period of a lifetime</td>
<td>(d) line function</td>
</tr>
<tr>
<td>5. simple tasks are combined</td>
<td>(e) job enrichment</td>
</tr>
<tr>
<td>6. compartmentalisation of information</td>
<td>(f) external equity</td>
</tr>
<tr>
<td>7. increasing job depth</td>
<td>(g) contract</td>
</tr>
<tr>
<td>8. choosing the most suitable applicant</td>
<td>(h) job enlargement</td>
</tr>
<tr>
<td>9. feelings of helplessness</td>
<td>(i) career</td>
</tr>
<tr>
<td>10. maternity leave</td>
<td>(j) orientation</td>
</tr>
</tbody>
</table>

[10]

[30]
SECTION B: SHORT QUESTIONS (10 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1
Name the job analysis document that describes special conditions of a job e.g. safety hazards. [2]

QUESTION 2
Give your understanding of HR planning. [3]

QUESTION 3
Identify three consequences of stress to the company. [3]

QUESTION 4
Name two types of psychometric tests. [2]

[10]
SECTION C: LONG ANSWER QUESTIONS (40 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1

Identify the duties of the employer with regard to health and safety. [10]

QUESTION 2

Name and briefly explain five internal factors affecting HR planning. [5 \times 2 = 10]

QUESTION 3

It is imperative that career management results in equal career opportunities.

(a) Give your understanding of the above-mentioned statement. (3)

(b) Explain the term 'career management'. (4)

(c) Name the three main participants in career management. (3) [10]

QUESTION 4

Briefly explain the line function and identify the advantages and disadvantages of this function. [10]
SECTION D: INTERPRETATIVE QUESTIONS (20 MARKS)

ANSWER ANY ONE OF THE QUESTIONS

QUESTION 1

Performance management involves planning, organising, leading and controlling.

(a) Identify and briefly describe the conditions necessary for the successful implementation of performance management. (5 × 2 = 10)

(b) Name and briefly explain the advantages of performance management. (5 × 2 = 10) [20]

OR

QUESTION 2

The hiring process involves recruitment, screening, selection, appointment, placement and orientation.

(a) Identify and briefly discuss five external sources of recruitment. (5 × 2 = 10)

(b) Give three disadvantages of external recruitment. (3 × 2 = 6)

(c) Differentiate between screening and selection of job applicants. (2 × 2 = 4) [20]

OR

QUESTION 3

(a) Explain how an organisation could ensure equity with regard to compensation. (6)

(b) Job evaluation places a worth on a job. Differentiate between quantitative and non-quantitative methods of job evaluation. (4)

(c) One of the personal requirements needed in a job specification are skills. Identify the various types of skills. (4)

(d) What is a skills inventory? (2)
(e) Name the other personal requirements that appear in a job specification, besides skills.  

Section A: 30 marks  
Section B: 10 marks  
Section C: 40 marks  
Section D: 20 marks  
TOTAL: 100 MARKS