NOVEMBER 2013 EXAMINATION

DATE: 13 NOVEMBER 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 5 SHORT QUESTIONS

ANSWER ALL THE QUESTIONS (15 MARKS)

SECTION C: CONSISTS OF 5 LONG ANSWER QUESTIONS

ANSWER ALL THE QUESTIONS (40 MARKS)

SECTION D: CONSISTS OF 2 INTERPRETATIVE QUESTIONS

ANSWER ONE OF THE QUESTIONS (15 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.
(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. What do you call the process of setting organisational objectives and deciding on comprehensive programmes of action to achieve them?
   - (a) performance management
   - (b) career management
   - (c) internal staffing
   - (d) strategic planning

2. Which of the following factors does not influence HR planning?
   - (a) competitors
   - (b) political legal
   - (c) workforce diversity
   - (d) company policy

3. Which of the following is not a human resource management goal?
   - (a) productivity
   - (b) job satisfaction
   - (c) recruitment
   - (d) low absenteeism

4. Which one of the following statements do not refer to the aims of the induction process?
   - (a) helps the new employee feel at home
   - (b) promotes productivity
   - (c) spells out the career path of newly appointed employee
   - (d) further training for employees

5. A job description specifies the _____ associated with a job.
   - (a) abilities
   - (b) skills
   - (c) knowledge
   - (d) task, duties and responsibilities
6. The first step in developing a formal appraisal system is:
   (a) to discuss the methods with the employees.
   (b) to train supervisors.
   (c) to determine performance requirements.
   (d) to be judgemental and directive.

7. Any trade union may apply to the Registrar for registration if:
   (a) it has adopted a name that meets the requirements of subsection 94 of the Labour Relations Act.
   (b) it is dependant on the government.
   (c) it is a CC.
   (d) if it belongs to an employer organisation.

8. A commissioner may charge a fee only for:
   (a) training in terms of section 115 (3).
   (b) housing subsidies.
   (c) car allowances.
   (d) the Unemployment Insurance Fund.

9. Which of the following is not a voluntary benefit?
   (a) a company car
   (b) unemployment insurance
   (c) housing subsidy
   (d) life cover

10. Which one of the following is not a consequence of job stress?
    (a) aggressive outburst
    (b) forgetfulness
    (c) trouble with sleeping
    (d) job satisfaction

(ii) TRUE OR FALSE QUESTIONS

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

1. One of the purposes of the Labour Relations Act (LRA) is to advance economic development

2. According to the LRA the Commission must attempt to resolve disputes though conciliation.

3. An employer needs to keep in touch with the individual's progress through conducting career counselling.

4. Medical examinations are necessary to eliminate candidates who cannot physically meet the demands of the job.

5. Salary bonuses are not based on producing more goods, but on saving production time.
(iii) **MATCHING-STATEMENT QUESTIONS**

Match the statements 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. HR provision</td>
<td>(a) health and safety</td>
</tr>
<tr>
<td>2. HR development</td>
<td>(b) the process of obtaining all the information about the job</td>
</tr>
<tr>
<td>3. HR maintenance</td>
<td>(c) HR planning</td>
</tr>
<tr>
<td>4. HR motivation</td>
<td>(d) describes the job itself</td>
</tr>
<tr>
<td>5. job analysis</td>
<td>(e) training of the employees in the company</td>
</tr>
<tr>
<td>6. job description</td>
<td>(f) describes the human resource qualities needed for the job</td>
</tr>
<tr>
<td>7. job specification</td>
<td>(g) career management</td>
</tr>
<tr>
<td>8. selection</td>
<td>(h) manager plans, organises, leads and controls the performance of employees</td>
</tr>
<tr>
<td>9. performance management</td>
<td>(i) process of eliminating applicants who are unlikely to be successful in the relevant position</td>
</tr>
<tr>
<td>10. graphic rating scales</td>
<td>(j) performance appraisal</td>
</tr>
</tbody>
</table>

[10]

[30]
SECTION B: SHORT QUESTIONS (15 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1
Define Human Resource (manpower) Planning. [3]

QUESTION 2
There are different types of interviews that can be conducted by the recruiter.

Explain what a ‘stress interview’ is. [2]

QUESTION 3
Effective career management does not occur spontaneously; it starts with a careful assessment of the content of the career and recognition of the role-players involved.

Identify the participants (main role players) involved in career management. [3]

QUESTION 4
Name two institutions that are excluded from the Labour Relations Act. [2]

QUESTION 5
Name five purposes of the recruitment process. [5]
QUESTION 1

There are four main areas in Human Resource Activities. One of these is HR Provision.

Name and describe the five subdivisions under HR Provision. [5 × 2 = 10]

QUESTION 2

The line and line-staff structures are the most common structures in organisations today.

Give three advantages and two disadvantages of using the line organisational structure. [5 × 2 = 10]

QUESTION 3

A business cannot function in isolation and is affected by a multitude of external factors.

Identify and briefly describe five external factors that affect manpower planning. [5 × 2 = 10]

QUESTION 4

It is important that the HR manager pays special attention to the advantages and disadvantages of internal and external recruitment.

Give one advantage of internal recruitment and one advantage of external recruitment. [2 × 2 = 4]

QUESTION 5

Identify three objectives of conducting an orientation programme. [3 × 2 = 6]

[40]
SECTION D: INTERPRETATIVE QUESTIONS (15 MARKS)

ANSWER ONE OF THE QUESTIONS

QUESTION 1

A career path is a graduated progression of position, which an individual may follow in order to reach his or her desired position. It is therefore important that HR Managers understand the 5-step strategy for career management.

Name and briefly discuss the 5-step strategy for career management. [5 × 3 = 15]

OR

QUESTION 2

Chapter IV of the Labour Relations Act discusses strikes and lockouts.

Answer the following questions regarding strikes and lockouts.

(a) Define the meaning of dismissed. (2)

(b) Briefly describe the steps to follow to ensure that a ‘fair procedure’ was followed. (4)

(c) Define picketing (3 × 2 = 6)

(d) Name three functions of the ‘essential service committee’. (3) [15]

Section A: 30 marks
Section B: 15 marks
Section C: 40 marks
Section D: 15 marks
TOTAL: 100 MARKS