JUNE 2013 EXAMINATION
DATE: 7 JUNE 2013
TIME: 09H00 – 13H00 TOTAL: 100 MARKS
DURATION: 4 HOURS PASS MARK: 40%

(BUS-PM3)
HUMAN RESOURCES MANAGEMENT 3

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 3 SHORT QUESTIONS
   ANSWER ALL THE QUESTIONS (10 MARKS)

SECTION C: CONSISTS OF 3 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 one of the following statements is incorrect concerning personality?
   (a) is an organisational whole
   (b) is observable
   (c) is a product of the social and cultural environment
   (d) does not include common, but only unique characteristics

2. Which one of the following organisational development methods is based on Blake and Mouton’s approach?
   (a) behaviour modelling
   (b) grid training
   (c) team building
   (d) transactional analysis

3. Which one of the following does not apply to administrative organisational changes?
   (a) management information systems
   (b) remuneration systems
   (c) accounting procedures
   (d) production processes

4. Which one of the following does not apply to Cascio’s five Ps model?
   (a) philosophy
   (b) policies
   (c) payments
   (d) processes

5. The job context does not contain:
   (a) achievement.
   (b) salary.
   (c) leadership.
   (d) working conditions.
6. Which one of the following statements describes management?
   (a) inspires
   (b) controls
   (c) influences others
   (d) is passionate

7. Which one of the following best describes the mission of an organisation?
   (a) the goal of the organisation
   (b) the manner in which employees handle customers and suppliers
   (c) the general plan of how the organisation aims to achieve its objectives
   (d) the bottom line of the organisation

8. The job analysis technique most frequently used is:
   (a) interviewing.
   (b) observation.
   (c) job performance.
   (d) questionnaires.

9. Which one of the following does not apply to employment equity?
   (a) it is proactive
   (b) it aims to prevent future discrimination
   (c) it is short term
   (d) the achievement of equity in the workplace

10. Which one of the following does not apply to designing job depth?
    (a) increasing the number of tasks an employee has to perform
    (b) employees gaining more control over their jobs
    (c) employees are made more accountable for their jobs
    (d) providing employees the opportunities to learn while on the job

(ii) TRUE OR FALSE QUESTIONS

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

1. Attachment is the same as loyalty.

2. The rating error leniency or strictness relates to the personality of the evaluator.

3. A system is open if there is interaction between the system and the environment.

4. Internal factors affecting HR planning include trade unions and work groups.

5. Succession planning assists in meeting the requirements of the Skills Development Act.

[5 × 2 = 10]
(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. strategic phase</td>
<td>(a) line responsibility</td>
</tr>
<tr>
<td>2. formal and often abused</td>
<td>(b) leader</td>
</tr>
<tr>
<td>3. collective bargaining</td>
<td>(c) andragogy</td>
</tr>
<tr>
<td>4. organisations holding individuals against their will</td>
<td>(d) training</td>
</tr>
<tr>
<td>5. controls and creates worth</td>
<td>(e) authority</td>
</tr>
<tr>
<td>6. adult learning experiences</td>
<td>(f) upward communication</td>
</tr>
<tr>
<td>7. performance management</td>
<td>(g) job enrichment</td>
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<tr>
<td>8. planned direction for key activities</td>
<td>(h) long term</td>
</tr>
<tr>
<td>9. optimising productivity</td>
<td>(i) coercive psychological contract</td>
</tr>
<tr>
<td>10. additional responsibilities</td>
<td>(j) functional strategy</td>
</tr>
</tbody>
</table>

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

ANSWER ALL THE QUESTIONS

QUESTION 1
What does the acronym SWOT stand for? [4]

QUESTION 2
Name the two factors that have to be followed during the disciplinary process. [2]

QUESTION 3
Identify the elements that should be contained in a good human resource strategy. [4]

[10]
SECTION C: LONG ANSWER QUESTIONS

(40 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1

According to the systems model for human resource management, the individual employee is a sub-system within the organisation. Three environments exert an influence on employee functioning within the organisation. Discuss the job content environment. [20]

QUESTION 2

The needs of the individual employee and the organisation are vital in the successful implementation of strategic human resource training and development. Discuss how this applies to adult learning in the South African context. [10]

QUESTION 3

Name the five pieces of information that companies should communicate to employees and explain the implications of not doing so. [5 × 2 = 10]
Examine the following case study and answer ONE of the three questions that follow.

CASE STUDY

After a major loss occurring in the financial statements as at end February 2012, radical management-style changes are taking place at SoccerRocker, a public company manufacturing soccer jerseys. Shareholders were unhappy as no dividends were declared in the last four quarters.

In order to restore pride and identify problem areas, Siyabonga Ndebele was appointed by the Board as the new CEO.

During his address to the board, he stated that during the next quarter, decisions would be made following a strategic review of the company. He mentioned that no real strategic planning had been carried out at SoccerRocker. Although running a tighter ship was going to be the focus to turn the company around, Siyabonga, realised that a long-term strategy was essential.

The previous CEO has never seen HR as a strategic partner. The consequence thereof is that the human resources has had a dramatic impact on the bottom line.

Fragmented departments, low staff morale affecting labour productivity, crisis management and industrial action threats are some of the major issues facing SoccerRocker.

The days where SoccerRocker's motto, which is 'customer = royalty and loyalty', encapsulated its vision and mission have vanished!

Trade union membership has increased significantly of late and all staff across the board has the 'no care' attitude resulting in escalating customer complaints. Deadlines are not met, poor quality jerseys are being sent out into the trade and serious behavioural problems between staff, customers and suppliers are daily occurrences. There are even rumours of losing a huge contract with one of the soccer federations!

Strategic HR planning is required to ensure that the human resources of the right quantity, the right quality and at the right time are available.

Siyabonga's goal is that visionary leaders are needed to move SoccerRocker forward who would aim for, amongst other things:
- the existence of sound labour relationships;
- the implementation of effective performance management processes;
- the ramifications of organisational culture change and the management thereof and;
- goal integration and employee development.
QUESTION 1

Give your understanding of the achievement of visionary leadership that Siyabonga is aspiring towards. In your answer, include the importance of strategic HR management as well as a visionary leadership style. [20]

OR

QUESTION 2

Discuss the existence of sound labour relationships, the ramifications of organisational culture change and the management thereof. [20]

OR

QUESTION 3

Give your understanding of the implementation of effective performance management processes, goal integration and employee development. [20]

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