NOVEMBER 2013 EXAMINATION

DATE: 8 NOVEMBER 2013

TIME: 09H00 – 13H00
TOTAL: 100 MARKS
DURATION: 4 HOURS
PASS MARK: 40%

(HUMBUS3)
HUMAN RESOURCE 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 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 statement does not apply to affirmative action?
   (a) long term
   (b) organisational culture
   (c) redress past injustices
   (d) employee potential is important

2. Which of the following agreements would infringe upon one's 'freedom of association' right?
   (a) contract of employment
   (b) collective agreement
   (c) closed shop agreement
   (d) agency shop agreement

3. Which of the following would not involve the employee's job context environment?
   (a) salary
   (b) leadership style
   (c) working environment
   (d) nature of the job

4. The _____ method of performance evaluation requires considerable trust and openness.
   (a) peer appraisal
   (b) subordinates appraisal
   (c) self-appraisal
   (d) customer appraisal

5. Which statement is false with regard to workplaces becoming global in orientation and outlook?
   (a) more diverse in composition
   (b) heterogeneity of the workforce
   (c) multicultural group formation
   (d) unicultural workforce management
6. Which statement would not apply to an open system?
   (a) self-sustaining
   (b) interaction between the system and the environment
   (c) it depends on the environment
   (d) the environment depends on it

7. Which of the following is not an individual performance appraisal technique?
   (a) graphic rating
   (b) critical incident
   (c) forced distribution
   (d) BARS

8. How many role players exist in the labour relationship?
   (a) one
   (b) two
   (c) three
   (d) four

9. Which statement is incorrect with regard to personality?
   (a) an organisational whole
   (b) observable
   (c) product of the social and cultural environment
   (d) includes only unique characteristics

10. Which statement would not describe Strategic Human Resource Management (SHRM)?
    (a) proactive approach
    (b) limited company strategy influence
    (c) focuses on organisation-wide human resource concerns
    (d) functional line managers are the important internal clients

(ii) TRUE OR FALSE QUESTIONS

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

1. Internal factors affecting HR planning include trade unions and work groups.
2. Labour relations manages groups.
3. Motivation stems from personal goals and behaviour at work and is a direct result of needs.
4. The Riekert Commission of Inquiry investigated labour legislation.
5. The psychological contract does not change between the employer and employee.
(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. encouragement of initiative, flexibility and experimentation</td>
<td>(a) central tendency</td>
</tr>
<tr>
<td>2. raising to higher levels of motivation and morality, with a view to changing the present situation by focusing primarily on the external environment</td>
<td>(b) job evaluation</td>
</tr>
<tr>
<td>3. geographically dispersed co-workers</td>
<td>(c) self-managed work teams</td>
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<tr>
<td>4. encouragement of group conformity</td>
<td>(d) loyalty</td>
</tr>
<tr>
<td>5. a social process influencing the behaviour of others</td>
<td>(e) individualist cultures</td>
</tr>
<tr>
<td>6. job enrichment approach</td>
<td>(f) transformational leadership</td>
</tr>
<tr>
<td>7. patterns in what takes place</td>
<td>(g) power</td>
</tr>
<tr>
<td>8. avoidance of extreme assessments</td>
<td>(h) virtual teams</td>
</tr>
<tr>
<td>9. an outcome of attachment</td>
<td>(i) trends</td>
</tr>
<tr>
<td>10. assessing the contribution a job makes to the organisation</td>
<td>(j) collectivist cultures</td>
</tr>
</tbody>
</table>

[10]

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

ANSWER ALL THE QUESTIONS

QUESTION 1
Define organisational development. [3]

QUESTION 2
Give three advantages of effective upward communication. [3]

QUESTION 3
Identify the components of employees' attachment to the organisation. [2]

QUESTION 4
Explain your understanding of andragogy. [2] [10]
SECTION C: LONG ANSWER QUESTIONS (40 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1
Critically discuss the 360-degree performance management technique. [10]

QUESTION 2
Continual change faces organisations today. Employees put up barriers to change when they perceive the change to be threatening.

Identify and describe five types of fear which could cause this resistance. [5 × 2 = 10]

QUESTION 3
Discuss the input process of employee functioning within the systems model for human resource management. [10]

QUESTION 4
HR needs to be a strategic partner by aligning HR strategies and practices with the overall business strategy of the organisation. A lack of adequate talent may be the single major constraint in the ability to sustain future company growth, therefore systematic strategic planning is crucial.

Distinguish between strategic and coordinate (mid-term) planning. [5 × 2 = 10]
QUESTION 1

According to Van Dyk, strategic Human Resource management poses great challenges to HR management in South Africa due to, amongst other things, a general lack of availability of skilled human resources. Thus from a systems and quality assurance point of view, the macro-variables (mega trends) that have an effect on organisational strategy also have a profound effect on human resources.

Discuss this statement. [20]

OR

QUESTION 2

A person can be both a manager and a leader. However, not every manager is a leader and not every leader is a manager.

Distinguish between management and leadership under the following categories:

- Worth (meaning)
- Interpersonal
- Self-image
- Motivation
- Power

[5 × 4 = 20]

OR

QUESTION 3

An employment relations policy of an organisation provides specific guidelines with regard to its declaration of the fundamental values, beliefs, standards and philosophies that underlie the behaviour of the organisation.

Discuss this statement. [20]