JUNE 2013 EXAMINATION

DATE: 4 JUNE 2013

TIME: 09H00 – 13H00
TOTAL: 100 MARKS

DURATION: 4 HOURS
PASS MARK: 40%

(OT-44 / PT-04)
HUMAN RESOURCES DEVELOPMENT 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) 5 MATCHING-STATEMENT QUESTIONS (5 MARKS)
ANSWER ALL THE QUESTIONS

SECTION B: CONSISTS OF 5 SHORT QUESTIONS
ANSWER ALL THE QUESTIONS (20 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 (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.
SECTION A (25 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. The following members are excluded from the Labour Relations Act (LRA):

   (a) The South African Secret Services
   (b) South African Revenue Services
   (c) teachers
   (d) union members

2. Every member of a trade union has the right, subject to the constitution of that trade union, to:

   (a) participate in its lawful activities.
   (b) stand for election and be eligible for appointment as a trade union representative.
   (c) participate in elections.
   (d) All of the above.

3. A management development programme does not aim to achieve which one of the following factors:

   (a) better performance by managers
   (b) identification of management potential in earlier phases
   (c) increased income for managers
   (d) improved loyalty amongst management

4. The essential components of a management development programme are:

   (a) analysis of organisational needs
   (b) appraisal of present management talent
   (c) management of human resource inventory
   (d) All of the above.

5. Sensitivity training involves:

   (a) a large group of participants discussing interpersonal relationships.
   (b) a large group of participants discussing training objectives.
   (c) a small group of participants discussing themselves and interpersonal relationships.
   (d) a small group of participants discussing their managers.
6. The National Learning outcomes include:

(a) providing the unemployed with food and shelter.
(b) improving the morale of public workers.
(c) maintaining a satisfactory economic growth rate.
(d) ensuring permanent jobs for all unemployed people.

7. The National Training Board is responsible for:

(a) advising the minister about policy matters arising from the Act.
(b) performing other functions assigned by the minister.
(c) researching and investigating any matters necessary for performing its functions.
(d) All of the above.

8. The characteristics of adult learning exclude:

(a) readiness to learn.
(b) motivation to learn.
(c) earning more income.
(d) the need-to-know factor.

9. Identify the technique that is not suitable for the establishment of training needs:

(a) observation of the employee
(b) advisory committees
(c) management request
(d) individual interviews

10. On-the-job training does not include:

(a) job rotation.
(b) job instruction.
(c) temporary assignments.
(d) distance study.

(ii) TRUE OR FALSE QUESTIONS

Indicate whether the following statements are True or False. Rewrite false statements to make them true.

1. Organisational development is a response to success of workers performance in the workplace.

2. Line managers need to be involved in the training process.

3. South Africa's population growth is lower than the economic growth and therefore we have a skills shortage.

4. There are simply not enough entrepreneurs and managers to create economic growth.

5. There must be regular meetings between the workplace forum and the employer, at which the employer must present a report on its financial and employment workplace forum.

[5 × 2 = 10]
(iii) **MATCHING-STATEMENT QUESTIONS**

Match the statements in Column B to the terms 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. coaching</td>
<td>(a) improved image of the organisation externally</td>
</tr>
<tr>
<td>2. executives</td>
<td>(b) devote most of their time to leadership activities</td>
</tr>
<tr>
<td>3. programme evaluation</td>
<td>(c) staff are exposed to a variety of different tasks</td>
</tr>
<tr>
<td>4. supervisors</td>
<td>(d) devote most of their time to forecasting</td>
</tr>
<tr>
<td>5. job rotation</td>
<td>(e) guidance of subordinates</td>
</tr>
</tbody>
</table>
SECTION B: SHORT QUESTIONS

(20 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1

Explain an agency shop agreement. [3]

QUESTION 2

The six phases of the change process are each divided into the specific stimulus and reaction that appears to be critical for moving the power structure from one phase to another.

Name these six phases. [6]

QUESTION 3

Define the term 'management development' in an organisation. [3]

QUESTION 4

Name the three types of skills that managers need in the workplace. [3]

QUESTION 5

As management development is a costly procedure, the training and development department should be able to provide evidence of the training benefits.

List five results provided by a good training and development programme. [5] [20]
SECTION C: LONG ANSWER QUESTIONS

(40 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1
Explain the conditions under which a closed shop agreement is binding. [5 × 2 = 10]

QUESTION 2
Although change has positive outcomes, some people are wary / afraid of change. Resistance to change takes many forms.
List and briefly discuss five common reasons for individual resistance to change. [5 × 2 = 10]

QUESTION 3
Identify and discuss the three phases of behaviour modification, otherwise known as the change process. Discuss the phases in order of occurrence. [10]

QUESTION 4
Name and discuss the most common management duties. [5 × 2 = 10]

[40]
SECTION D: INTERPRETATIVE QUESTIONS

(15 MARKS)

ANSWER ANY ONE OF THE QUESTIONS

QUESTION 1

Organisational change can come from many internal and external sources. Change affects the functioning of the organisation and all parts of the operation.

Discuss five forces of change within a company. [5 × 3 = 15]

OR

QUESTION 2

The need to integrate human resource planning and development more closely into the organisation's strategic planning process has been widely supported. This integration is fast becoming a reality in many organisations.

Discuss five important characteristics of a strategic approach to training. [5 × 3 = 15]

OR

QUESTION 3

The creation of an affirmative action programme is a vast and complex process. The elements of the process also need to be well integrated. Two components are very important, namely:

- the role of top management, and
- the strategic and manpower planning process.

Discuss the strategic and manpower / labour planning process by summarising, in logical sequence, the five steps for developing a human resource plan that incorporates an affirmative action programme and objectives. [5 × 3 = 15]

[15]

Section A: 25 marks
Section B: 20 marks
Section C: 40 marks
Section D: 15 marks
TOTAL: 100 MARKS