# November 2013 Examination

**Date:** 5 November 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:

<table>
<thead>
<tr>
<th>Section A</th>
<th>Consists Of:</th>
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<tbody>
<tr>
<td></td>
<td>(i) 10 Multiple-Choice Questions (10 Marks)</td>
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<tr>
<td></td>
<td>(ii) 10 Matching-Statement Questions Answer All The Questions</td>
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</table>

| Section B | Consists Of 5 Short Questions Answer All The Questions (20 Marks) |

| Section C | Consists Of 3 Long Answer Questions Answer All The Questions (40 Marks) |

| Section D | Consists Of 2 Interpretative Questions Answer 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.
(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. A training system aims to:
   (a) increase the organisations capital market. 
   (b) produce trained employees to fill positions in the organisation. 
   (c) increase staff morale. 
   (d) create a strategic plan.

2. Which of the following approaches can be used during a training intervention as per Reid and Barrington?
   (a) Competitors approach 
   (b) Political approach 
   (c) Systems approach 
   (d) Company approach

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 formulae can be used to identify training needs as per Nadler's model?
   (a) P – KD = N 
   (b) P – N = KD 
   (c) KN – N = P 
   (d) P – KN = N

5. A _____ identifies learning needs of individuals, groups and organisations:
   (a) manager 
   (b) strategist 
   (c) evaluator 
   (d) needs analyst
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) judgemental and directive

7. Identify which macro factor/s affect training in South Africa:
   (a) Technology
   (b) Political influences
   (c) Population profile
   (d) All of the above

8. Indicate the number of educational bands within the NQF structure:
   (a) 3
   (b) 10
   (c) 8
   (d) 12

9. Identify the NQF level that is equivalent to a diploma / higher certificate:
   (a) NQF level 2
   (b) NQF level 6
   (c) NQF Level 8
   (d) NQF Level 4

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) **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>
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<tbody>
<tr>
<td>1. disadvantage of e-learning</td>
<td>(a) aimed at recording evidence</td>
</tr>
<tr>
<td>2. observation</td>
<td>(b) printed case studies and questions</td>
</tr>
<tr>
<td>3. written work</td>
<td>(c) list of questions with possible reactions</td>
</tr>
<tr>
<td>4. oral questions</td>
<td>(d) an imitation of a real life situation</td>
</tr>
<tr>
<td>5. personal interviews</td>
<td>(e) written tests</td>
</tr>
<tr>
<td>6. case studies</td>
<td>(f) assignments</td>
</tr>
<tr>
<td>7. simulations</td>
<td>(g) involves performance by a learner in a neutral situation</td>
</tr>
<tr>
<td>8. performance tests</td>
<td>(h) structured interview format</td>
</tr>
<tr>
<td>9. formative assessments</td>
<td>(i) essays, reports, case studies</td>
</tr>
<tr>
<td>10. summative assessments</td>
<td>(j) technology dependant</td>
</tr>
</tbody>
</table>
SECTION B: SHORT QUESTIONS (20 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1
Define Management Development. [3]

QUESTION 2
List the five classical management tasks. [5]

QUESTION 3
Identify the main role players involved in career management. [3]

QUESTION 4
Name five reasons why top management, at times, do not commit themselves to an affirmative action programme. [5]

QUESTION 5
Upon entering the organisation, the new black recruits often have difficulty fitting into the corporate culture. Identify four programmes that can be offered to address this problem. [4]

[20]
SECTION C: LONG ANSWER QUESTIONS (40 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1

A business cannot function in isolation and is affected by a multitude of external factors. List and briefly describe five external factors that affect manpower planning. [5 × 2 = 10]

QUESTION 2

List six reasons why black advancement programmes often fail. [6 × 2 = 12]

QUESTION 3

Assessments play an integral role in the execution of training and development.

(a) Identify two different assessment techniques. (2)

(b) List, providing a brief example, the eight steps that are required for outcome based assessments. (8 × 2 = 16) [18]

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

ANSWER ONE OF THE QUESTIONS

QUESTION 1

Often, the planning and guiding of a management development programme is conducted by a committee consisting of senior executives.

(a) Name and discuss the steps and the essential components of a management development programme. 

(b) The assessment centre procedure has been shown to predict whether people will be successful managers.

i. Identify four advantages of the assessment centre. 

ii. Identify four disadvantages of the assessment centre. 

[20]

OR

QUESTION 2

Managers acquire skills, knowledge and attitudes necessary to become competent managers in two main ways. One is through attending formal training and the other is through on-the-job-experience.

(a) Identify the on-the-job method, coaching 

(b) Identify the effective steps in effective couch-employee relationship 

(c) Describe the aim of job rotation 

(d) Identify three disadvantages of job rotation 

(e) Define the multiple management concept 

(f) Identify two advantages of multiple management 

(g) Define sensitivity training 

[20]

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