NOVEMBER 2013 EXAMINATION

DATE: 8 NOVEMBER 2013

TIME: 09H00 – 11H00

TOTAL: 100 MARKS

DURATION: 2 HOURS

PASS MARK: 40%

(XU-30)

HUMAN RESOURCE ADMINISTRATION

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. Conflict is destructive to an organisation especially when:

   (a) it lowers morale.
   (b) it interferes with work.
   (c) it results in legal action or claims that cost money.
   (d) All of the above.

2. Which of the following are components and questions that a mission statement should include?

   (a) Who are the organisation's customers?
   (b) What are the organisation's major products and services?
   (c) Where does the organisation compete geographically?
   (d) All of the above.

3. The Employment Equity Act requires an employer to:

   (a) Promote equal opportunity and fair treatment in employment through the elimination of unfair discrimination.
   (b) recruit employees, develop their skills and abilities and prepare them for advancement.
   (c) give attention to work-life balance by recognising people as human beings, with human qualities.
   (d) evaluate the cost effectiveness of the recruitment process to ensure that the recruitment target was reached.

4. When a choice must be made between candidates for a managerial job, the focus must be on:

   (a) behaviour.
   (b) leadership.
   (c) test scores.
   (d) general impressions.

5. Which one of the following is often referred to as the process of performance evaluation, merit-rating staff, assessment and performance review?

   (a) performance management
   (b) performance review
   (c) performance appraisal
   (d) performance rating
6. Which of the following are the most important job evaluation systems to use in South Africa?

(a) the Paterson decision-making band model
(b) the Peromnes system of job evaluation
(c) the Hay method
(d) All of the above.

7. The purpose of the Tobacco Products Control Act 83 of 1994 is:

(a) to increase the sale and advertising of tobacco products.
(b) to prohibit or restrict smoking in public places.
(c) the health implications for non-smokers who become smokers because of their colleagues’ smoking habits.
(d) to impose costs on an organisation, such as those linked to absenteeism.

8. Negative emotions such as anger, worry, and anxiety can contribute to:

(a) depression.
(b) poor concentration.
(c) stomach ulcers.
(d) tense shoulders.

9. The life / career stage generally associated with preparing for retirement is known as:

(a) the early life / career stage.
(b) the mid life / career stage.
(c) the late life / career stage.
(d) the settling down / career stage.

10. The process of anticipating and making provision for the movement of people into, within, and out of an organisation is called:

(a) short-term planning.
(b) strategic planning.
(c) medium-term planning.
(d) human resource planning.[10]

(ii) TRUE OR FALSE QUESTIONS

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

1. Performance appraisals very often do not receive the attention it deserves in the organisation.

2. To compare each worker to all the other workers in the organisation is called paired distribution.

3. Money motivates all people, so there is no question whether or not it can.

4. Group dynamics play a major role in employee morale and satisfaction.

5. Factors that will affect organisational commitment are salary, type of work, fringe benefits and personality type. [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. the number of workers that one person can manage effectively</td>
<td>(a) individual reward</td>
</tr>
<tr>
<td>2. guidelines for dealing with employees at all levels</td>
<td>(b) career management</td>
</tr>
<tr>
<td>3. work is made more rewarding or satisfying by adding more meaningful tasks to an employee's job</td>
<td>(c) OHASA</td>
</tr>
<tr>
<td>4. regulates the way in which recruitment is done and will provide certainty, thereby, eliminating unfairness, favouritism and hasty or unsuitable impulse appointments that will be regretted later on</td>
<td>(d) compensation</td>
</tr>
<tr>
<td>5. psychological benefits derived from providing a compensation system</td>
<td>(e) span of control</td>
</tr>
<tr>
<td>6. one of the most common methods of attracting applicants</td>
<td>(f) HR policies.</td>
</tr>
<tr>
<td>7. to assist new employees in their integration into the organisation</td>
<td>(g) job enrichment</td>
</tr>
<tr>
<td>8. the provision of monetary rewards in return for employment</td>
<td>(h) recruitment and selection policy</td>
</tr>
<tr>
<td>9. provides for the health and safety of employees at work including such aspects as health and safety hazards and the safety of plant machinery and equipment</td>
<td>(i) advertising</td>
</tr>
<tr>
<td>10. the ongoing process whereby the employee obtains self-knowledge, knowledge of employment opportunities, develops career goals, develops a strategy, implements and experiments with various employment possibilities, and obtains feedback on the effectiveness of the strategy and the relevance of the goals</td>
<td>(j) induction</td>
</tr>
</tbody>
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SECTION B: SHORT QUESTIONS

(10 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1
Give two characteristics of performance management. [2]

QUESTION 2
Identify the two decisions that the success of a performance evaluation depends on. [2]

QUESTION 3
List six types of occupational stressors. [6]
SECTION C: LONG ANSWER QUESTIONS (40 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1

Name and briefly describe the signs a supervisor should observe to identify possible performance problems. [10]

QUESTION 2

List ten important things you will include in a retention strategy to attract and retain employees. [10]

QUESTION 3

(a) i. The interview panel has to implement certain methods and procedures to ensure that the interviews are as structured and controlled as possible. They should also ensure that each candidate is treated professionally and that their time is utilised constructively.

Explain how you would prepare the candidate before the interview to ensure that they know exactly what they can expect from the position. (6)

ii. The next step in the selection process is to do a reference check on those applicants who have the best potential as employees.

Give the reasons why background investigations or reference checks are conducted. (4)

(b) Career management entails matching the employees’ needs, abilities, and goals with the current or future needs of the organisation.

Discuss the reasons why you would implement a career management system in your organisation. (10) [20]

[40]
Answer any one of the questions

**QUESTION 1**

The 360 degree feedback process is generally used for management staff evaluation. It directly involves a wider group of stakeholders in measuring the performance and value add per employee.

(a) Explain how ongoing communication and support maintained throughout the implementation would benefit the organisation. (10)

(b) Identify the challenges of the 360 degree feedback. (10) [20]

**OR**

**QUESTION 2**

South African organisations are experiencing a generally recognised problem of low productivity rates and managers as well as compensation specialists is continuously challenged to devise compensation structures that will motive employees towards increased levels of performance. Incentive compensation schemes are devised essentially as an attempt to link rewards to superior performance in a direct and prompt way.

(a) Give the reasons for introducing incentive compensation plans. (4)

(b) Identify the problems often responsible for the failure of performance-related pay systems. (8)

(c) List the requirements for an effective incentive compensation plan. (8) [20]

**OR**
QUESTION 3

(a) Identify the strategic goals of human resource management. (5)

(b) List the key requirements for a human resource strategy. (5)

(c) Explain why the human resource strategy should be aligned to the business strategy. (5 x 2 = 10) [20]

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