# (DBM-05)

**Human Resource Management Principles**

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)

**SECTION B:** Consists of 3 short questions

**SECTION C:** Consists of 3 long answer questions

**SECTION D:** Consists of 3 interpretative questions

### 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. The external environment consists of sub-environments, namely:
   (a) the economic environment.
   (b) the political environment.
   (c) the social and technological environment.
   (d) All of the above.

2. Which of the following are types of harassment that can be identified in the workplace?
   (a) racial harassment
   (b) bullying
   (c) psychological and sexual harassment
   (d) All of the above.

3. Succession planning can be defined as:
   (a) planning to allow for strategic decision-making.
   (b) looking ahead into the future.
   (c) there are no surprises; you are prepared ahead of time.
   (d) ensuring a suitable supply of successors for current and future key jobs, so that careers of individuals can be planned and managed to optimise organisational needs.

4. Which one of the following is a source of external recruitment?
   (a) transfers
   (b) succession management
   (c) social networking
   (d) talent inventories

5. A staffing strategy is a technique used by an organisation to place the right person in the right position. Which of the following strategies would an organisation use to consider current employees for vacancies by means of a promotion or transfer?
   (a) workforce pool strategy
   (b) internal staffing strategy
   (c) external staffing strategy
   (d) All of the above.
6. The purpose of the Skills Development Act is:
   (a) to provide the necessary information, instruction, training and supervision.
   (b) to provide facilities, assistance and training to health and safety representatives.
   (c) to use the workplace as an active learning environment, to provide employees with the opportunities to acquire new skills.
   (d) to promote economic development and efficiency in the workplace.

7. Which one of the following is a motivational need?
   (a) achievement
   (b) power
   (c) affiliation
   (d) All of the above.

8. Education can be defined as:
   (a) a tool to develop the effectiveness of the most important resources of an organisation, which are its employees.
   (b) a combination of formal education, job experiences, relations and personal assessment, skills and abilities that help the employee’s future development.
   (c) the deliberate, systematic and sustained effort to transmit and evoke knowledge, values, skills and sensibilities.
   (d) improving an employee's performance.

9. The workforce pool strategy involves:
   (a) hiring employees for a pool of entry-level jobs on a temporary basis.
   (b) looking outside the organisation for a pool of candidates to fill vacancies.
   (c) considering current employees for vacancies in an organisation by means of promotion or transfers.
   (d) jobs are created for recent graduates or people with no prior experience.

10. The abbreviation BCEA stands for:
    (a) Bargaining Council Equity Act.
    (b) Basic Conditions of Employment Act.
    (c) Board Council Employee Association.
    (d) Body Corporate Employer Association.

(ii) TRUE OR FALSE QUESTIONS

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

1. Layoffs take place for the same reason as retrenchments.
2. Stress is dysfunctional.
3. The social environment is shaped by the economy as a whole.

4. Direct discrimination occurs when a rule or condition is applied equally.

5. A medical check is usually done before a job offer has been made. \[5 \times 2 = 10\]

(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>
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<tbody>
<tr>
<td>1. initial screening</td>
<td>(a) the safety need</td>
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<tr>
<td>2. performance-based pay</td>
<td>(b) a process by which the knowledge, skills and life experience of a selected manager or senior employee are transferred to another employee for the purpose</td>
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<tr>
<td>3. Maslow</td>
<td>(c) the first step in the selection process</td>
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<td>4. mentoring</td>
<td>(d) a compensation program in which employees are compensated or rewarded in relation to how well they have performed in the organisation</td>
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<td>5. role conflict</td>
<td>(e) a combined structure consisting of learning and work experience components</td>
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<td>6. training</td>
<td>(f) final reaction to change</td>
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<td>7. learnership</td>
<td>(g) a set of decisions and actions used to formulate and implement strategies that will provide a competitively superior fit between the organisation and its environment in order to achieve its goals</td>
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<tr>
<td>8. coaching</td>
<td>(h) planned one-to-one instruction</td>
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<td>9. discrimination</td>
<td>(i) improving an employee’s job performance in the short run according to a specific standard</td>
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<td>10. strategic management</td>
<td>(j) a person performs multiple roles, with contradictory role expectations</td>
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SECTION B: SHORT QUESTIONS

(10 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1
Name the two Acts in South Africa that regulate Health and Safety. [2]

QUESTION 2
What is the purpose of affirmative action? [2]

QUESTION 3
(a)  i. Define the term ‘forecasting labour demand’. (1)
    ii. Name the two forecasting techniques. (2)

(b) Identify the three types of motivation techniques developed by David Mc Clelland. (3) [6]

[10]
HUMAN RESOURCE MANAGEMENT PRINCIPLES

SECTION C: LONG ANSWER QUESTIONS (40 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1
(a) List the elements of workforce planning. (5)
(b) Give the advantages of managing cultural diversity. (5) [10]

QUESTION 2
Discuss the aims of recruitment. [5 × 2 = 10]

QUESTION 3
(a) i. Job analysis is the procedure for determining the duties and skills requirements of a job. Identify the purposes of job analysis. (5)
ii. The average payroll cost that an organisation currently incurs for training in South Africa is 1%. Give the benefits of this expenditure for both the individual and the business. (5)

(b) Managers often dread appraising their subordinates' performance. Name and describe the steps to ensure that appraisals can be enjoyable, productive and successful. (10) [20]

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

ANSWER ANY ONE OF THE QUESTIONS

QUESTION 1
(a) Human resource management does not function in isolation, but forms part of a business that operates in a broader environment known as the external environment. The external environment consists of sub-environments. Name and describe these sub-environments. (10)

(b) Identify and briefly discuss Wolf’s five principles for designing an effective compensation programme. (5 × 2 = 10) [20]

OR

QUESTION 2
(a) Discuss the impact of HIV/Aids in the workplace. (17)

(b) Identify the policy principles of the code of good practice with regard to HIV/Aids. (3) [20]

OR

QUESTION 3
(a) i. In South Africa, the Skills Development Act forces organisations to develop their employees. Give the characteristics of a learning organisation. (5)

ii. The reason why employees resist change is that it violates the personal connection between workers and the organisation. Name the steps in the approach to overcome resistance to change. (5)

(b) The main purpose of induction is to assist new employees in their integration into the organisation, to ensure performance and to retain suitable staff. Identify the goals of an induction programme, according to Kleynhans et al. (2009). (10) [20]

[20]

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