JUNE 2013 EXAMINATION

DATE: 7 JUNE 2013

TIME: 09H00 – 11H00
TOTAL: 100 MARKS

DURATION: 2 HOURS
PASS MARK: 40%

(VOC-1204)
HUMAN RESOURCE MANAGEMENT

THIS EXAMINATION PAPER CONSISTS OF 3 SECTIONS:

SECTION A: CONSISTS OF:
(i) 10 MULTIPLE-CHOICE QUESTIONS (10 MARKS)
(ii) 10 MATCHING-STATEMENT QUESTIONS (10 MARKS)

ANSWER ALL THE QUESTIONS

SECTION B: CONSISTS OF 6 SHORT QUESTIONS
ANSWER FOUR OF THE QUESTIONS (20 MARKS)

SECTION C: CONSISTS OF 3 LONG ANSWER QUESTIONS
ANSWER ALL THE QUESTIONS (60 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 (20 MARKS)

ANSWER ALL THE QUESTIONS

(i) MULTIPLE-CHOICE QUESTIONS

1. Which statement best describes job analysis?
   (a) obtaining all the relevant information about a job
   (b) a description of the responsibilities of a job
   (c) the minimum skills required to do a job
   (d) the occupational hazards involved in a job

2. Which motivational theorist does the expectancy theory apply to?
   (a) Maslow
   (b) Vroom
   (c) McClelland
   (d) Schein

3. In which management style would the manager show a high concern for his or her employees but is not goal orientated?
   (a) autocratic
   (b) democratic
   (c) laissez faire
   (d) country club

4. Motivation can be defined as:
   (a) an extrinsic (external) pressure upon an employee to perform.
   (b) a technique used by managers to raise productivity.
   (c) an individual's needs which drive him or her to achieve a goal.
   (d) the goal that is achieved by an individual.

5. Which statement does not apply to negotiation?
   (a) parties interact verbally
   (b) parties seek to reach agreement over a problem between them
   (c) parties seek to preserve their interests
   (d) parties seek to stick to their positions

6. Which statement would best describe job evaluation?
   (a) the process of evaluating the worth of a job
   (b) the process of evaluating the performance evaluation process
   (c) the process of evaluating the job analysis process
   (d) the process of evaluating the performance management process
7. Which statement does not apply to internal recruitment?
   (a) advertisements placed on staff notice boards
   (b) advertisements placed in newspapers
   (c) it is motivating to staff
   (d) current employees sometimes resent successful applicants

8. According to Maslow's hierarchy of needs, which need will be satisfied if there are health and safety representatives at the hotel?
   (a) physiological
   (b) security
   (c) social
   (d) esteem

9. Which job analysis technique would be best suited to an analysis of a waiter's job?
   (a) observation
   (b) interview
   (c) participant's diary / logbook
   (d) questionnaire

10. Which of the following would not be unfair discrimination?
    (a) an advertisement in the newspaper advertising for a female chef
    (b) pensionable age of men is 65 and of women is 60
    (c) an applicant is appointed according to the hotel's affirmative action policy
    (d) only males having access to career path planning [10]
(ii) MATCHING-STATEMENT QUESTIONS

Match the statements 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. NQF</td>
<td>(a) grievance</td>
</tr>
<tr>
<td>2. job description</td>
<td>(b) experience</td>
</tr>
<tr>
<td>3. strike</td>
<td>(c) Trade Union Federation</td>
</tr>
<tr>
<td>4. authority</td>
<td>(d) the average person will avoid work</td>
</tr>
<tr>
<td>5. Theory Y</td>
<td>(e) skills training</td>
</tr>
<tr>
<td>6. job specification</td>
<td>(f) purpose of job</td>
</tr>
<tr>
<td>7. staff function</td>
<td>(g) Management by Objectives (MBO)</td>
</tr>
<tr>
<td>8. upward communication</td>
<td>(h) the right to require action from a person</td>
</tr>
<tr>
<td>9. COSATU</td>
<td>(i) collective sanctions</td>
</tr>
<tr>
<td>10. Theory X</td>
<td>(j) HR manager</td>
</tr>
</tbody>
</table>

[10]

[20]
SECTION B: SHORT QUESTIONS  
(20 MARKS)

ANSWER ANY FOUR OF THE QUESTIONS

QUESTION 1
As a supervisor, explain what you must do to exercise your authority.  [5]

AND / OR

QUESTION 2
Briefly outline the purpose of the Employment Equity Act.  [5]

AND / OR

QUESTION 3
Explain how the Labour Relations Act (LRA) provides for democracy in the workplace.  [5]

AND / OR

QUESTION 4
(a) Which needs are the same in Maslow's esteem needs and Herzberg's motivators?  (3)
(b) Which need in Maslow's esteem needs is not a motivator according to Herzberg?  (2) [5]

AND / OR

QUESTION 5
Give the factors that are affected by the formal position of the HR department.  [5]

AND / OR

QUESTION 6
List the most commonly used performance appraisal techniques.  [5] [20]
QUESTION 1

The interview is the most commonly used technique when selecting candidates for a vacant position. The purpose of the selection interview is to obtain information from the applicant and to judge the applicant on the basis of this information.

Identify and describe the steps involved in the interview process. [20]

QUESTION 2

Various motivational theories provide a framework for understanding employee behaviour and performance in the workplace.

Identify and describe the four assumptions about the motivation of an individual, according to Schein. [20]

QUESTION 3

Many hotels are unionised. Trade unions fulfil an important political, economic and social role.

(a) Briefly define your understanding of a trade union. (2)
(b) List the main reasons why employees join trade unions. (5)
(c) Outline the main goals of a trade union. (3)
(d) Briefly differentiate between agency shop and closed shop agreements. (4)
(e) List six duties of the shop steward. (6) [20]

[60]