(VOC-1204)

HUMAN RESOURCE MANAGEMENT

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 4 SHORT QUESTIONS
ANSWER ALL THE QUESTIONS (10 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 (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. Which external factor is affecting human resources when a company needs to dismiss an employee for operational requirements due to the recession?
   (a) social
   (b) economic
   (c) technological
   (d) international

2. Which one of the following events had the greatest impact on labour relations?
   (a) the discovery of gold and diamonds in 1870
   (b) the opening of the first hotel in Cape Town
   (c) The Freedom Charter
   (d) The Wiehahn Commission’s Report in 1979

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

4. Which is the first phase of the process of filling a job vacancy?
   (a) induction
   (b) selection
   (c) placement
   (d) recruitment

5. Which motivational theorist do you associate with the expectancy theory?
   (a) Maslow
   (b) Vroom
   (c) McClelland
   (d) Schein

6. Which statement is incorrect with regard to the meaning of a strike?
   (a) partial or complete concerted refusal to work
   (b) purpose is to remedy a grievance or resolve a dispute
   (c) not part of the bargaining process
   (d) most powerful form of collective action
7. Which one of the following is the most important factor of production?
   (a) land
   (b) labour
   (c) capital
   (d) entrepreneurship

8. Which statement does not describe an organic organisational culture?
   (a) teamwork is encouraged
   (b) decision-making is delegated to lower levels of management
   (c) suited to employees who prefer control
   (d) the organisation is not as strict or rigid in their policies

9. Which statement is not applicable to the reliability of a selection test?
   (a) It tests what it supposed to test.
   (b) It produces the same results when applied under similar circumstances.
   (c) The test is not affected by irregular factors.
   (d) The test can be reliable but not valid.

10. Which statement would not reflect the social environment?
    (a) health
    (b) inflation
    (c) education and training
    (d) changing demographics

(ii) TRUE OR FALSE QUESTIONS

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

1. A closed shop agreement is a cure for the 'free rider' problem.
2. The HR manager has a line authority over all staff.
3. Succession plans are usually developed for management positions.
4. Job enlargement is sometimes called horizontal job loading.
5. During conciliation, the conciliator makes the final decision. [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. human resource management</td>
<td>(a) misconduct</td>
</tr>
<tr>
<td>2. minimum requirements</td>
<td>(b) job description</td>
</tr>
<tr>
<td>3. forecasting human resource needs</td>
<td>(c) staff function</td>
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<tr>
<td>4. meaningful work</td>
<td>(d) protest action</td>
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<tr>
<td>5. purpose of job</td>
<td>(e) motivation</td>
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<td>6. dismissal for theft</td>
<td>(f) incapacity</td>
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<tr>
<td>7. description and explanation of the organisation</td>
<td>(g) esteem need</td>
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<tr>
<td>8. the drive to achieve a goal</td>
<td>(h) job specification</td>
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<tr>
<td>9. defending socio-economic interests</td>
<td>(i) labour planning</td>
</tr>
<tr>
<td>10. poor work performance</td>
<td>(j) orientation</td>
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</tbody>
</table>
SECTION B: SHORT QUESTIONS (10 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1
Briefly outline your understanding of the *line* function. [3]

QUESTION 2
Define a trade union. [3]

QUESTION 3
Explain briefly how succession planning benefits the organisation. [2]

QUESTION 4
Explain how suppliers and competitors could affect the HR function in your hotel. [2] [10]
SECTION C: LONG ANSWER QUESTIONS (40 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1
List the responsibilities of the HR manager. [10]

QUESTION 2
Identify and briefly describe the main forms of legislation affecting the recruitment process. [4 × 2 = 8]

QUESTION 3
Describe the four main aims of performance appraisals. [4 × 2 = 8]

QUESTION 4
(a) Explain your understanding of a strike. (6)
(b) Describe the procedural requirements for a protected strike to take place. (8) [14]

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

ANSWER ANY ONE OF THE QUESTIONS

QUESTION 1

People perform work in order to satisfy certain needs. Managers must understand the complexity of these needs in order to handle their workers effectively.

(a) Identify each of Maslow’s hierarchy of needs and give one example of a strategy for each in the workplace. (10)

(b) According to Herzberg’s two-factor theory, discuss how managers can expect more from their employees than merely an average day’s work, therefore succeeding in creating a climate which combats dissatisfaction. (10) [20]

OR

QUESTION 2

Many hotels today are unionised. Trade unions are not only concerned with workplace negotiations. They are also concerned with the greater social context such as upliftment of communities and greater security. They therefore fulfill an important political, economic and social role.

(a) Identify five sources of power available to trade unions. (5)

(b) Identify five duties of shop stewards. (5)

(c) Discuss your understanding of the following rights provided for in the Labour Relations Act:

i. Freedom of association (5)

ii. Organisational rights (5) [20]

OR
QUESTION 3

Job evaluation is concerned with establishing the relative worth of jobs and their importance within the organisation.

Effective communication, ongoing consultation and transparency particularly in a unionised environment are critical to the success of any job evaluation scheme. It is thus important that job evaluation is felt to be fair by everyone in the organisation.

(a) Briefly describe the two basic ground rules to job evaluation. (2 × 2 = 4)

(b) Describe the benefits of job evaluation. (4 × 2 = 8)

(c) Explain why compensation (earning) levels differ. (3 × 2 = 6)

(d) Outline your understanding of compensation management. (2) [20]

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