This examination paper consists of 2 sections:

**Section A:** Consists of 20 multiple-choice questions
Answer all the questions (20 marks)

**Section B:** Consists of 5 questions
Answer any four of the questions (80 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

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 one of the following is not an external factor affecting manpower planning?
   (a) economy  
   (b) geographical location  
   (c) technology  
   (d) politics

2. Which rating error evaluates all employees as 'average' during performance evaluation?
   (a) the recency effect  
   (b) infrequent observations  
   (c) the halo factor  
   (d) the central tendency

3. Which of the following interview types requires a lot of skill to conduct?
   (a) structured  
   (b) semi-structured  
   (c) unstructured  
   (d) panel

4. Which statement is not an advantage of performance management?
   (a) promotes job satisfaction  
   (b) promotes annual communication  
   (c) promotes job security  
   (d) integrates all HR functions

5. Which one of the following is not part of the purpose of recruitment?
   (a) to attract a large pool of applicants  
   (b) to saves long-term costs  
   (c) time consuming  
   (d) to assist in meeting affirmative action targets
6. Which statement does not apply to the line function?
   (a) the line manager has full authority in his or her job
   (b) quick decisions can be made
   (c) leads to compartmentalisation of information
   (d) advisory capacity

7. Which is the most frequently used job analysis technique?
   (a) interviews
   (b) observation
   (c) questionnaires
   (d) participant diaries

8. What do we call the process of choosing, from a group of applicants, the individual best suited for a particular position?
   (a) recruitment
   (b) selection
   (c) placement
   (d) induction

9. Who is responsible for ensuring that equal access in the career management process occurs?
   (a) the individual
   (b) the human resource manager
   (c) management
   (d) the trade union

10. Which one of the following is not an advantage of external recruitment?
    (a) new 'blood' injected into the organisation
    (b) a large pool of applicants
    (c) it costs less
    (d) there may be better qualified people outside the organisation

11. Which statement is incorrect with regard to reference checks?
    (a) They may be conducted without the permission of the applicant.
    (b) Questions asked need to pertain to the job description and job specification of the job applied for.
    (c) It is essential to speak to the applicant's previous supervisor.
    (d) Confidentiality is essential.

12. _____ is not an objective of induction.
    (a) Helping new employees to experience job satisfaction
    (b) Reducing stress, absenteeism and turnover
    (c) To guarantee improved productivity
    (d) Creating realistic expectations
13. Which statement would not apply to conflicting purposes and roles when evaluating performance?

(a) Performance evaluation could be a 'mixed bag' of praise, blame and advice.
(b) It is difficult to be judge and counsellor.
(c) Frequent informal sessions are advisable.
(d) The evaluation of employees is too strict or lenient.

14. The requirements for a successful EAP would not include the following:

(a) The EAP premises should be located separately.
(b) Employees need to be assured of total confidentiality.
(c) Dismissal is the appropriate sanction.
(d) Employees must participate voluntarily.

15. _____ would not be included in a job specification.

(a) Working conditions
(b) Education
(c) Experience
(d) Unusual demands

16. Which of the following psychometric testing would identify skills in handling stress?

(a) aptitude tests
(b) personality tests
(c) intelligence tests
(d) performance tests

17. Which condition for the successful implementation of performance management would be met, when outputs and the rewards for good performance are clearly defined?

(a) establish relevance
(b) freedom from contamination
(c) effective, reliable and objective
(d) participation

18. Which statement would not be a negative consequence of stress to the company?

(a) decline in productivity
(b) increased absenteeism and turnover
(c) feelings of apathy
(d) increase in customer complaints

19. Which recruitment source would undertake 'head hunting'?

(a) executive search companies
(b) tertiary institutions
(c) public employment agencies
(d) job posting
20. _____ not a fringe benefit.

(a) Pension schemes are
(b) Housing subsidies are
(c) Car allowances are
(d) Workman's compensation is
SECTION B

ANSWER ANY FOUR OF THE QUESTIONS

QUESTION 1

It is the task of the HR manager in the job analysis process to ensure that jobs are made as meaningful as possible, providing job satisfaction to the incumbent.

(a) What 'tools' does the HR Manager need in order to design jobs? (2)

(b) Describe your understanding of job enlargement and job enrichment as job designing methods. (6)

(c) Name one aspect that specialised job analysis techniques examine. (1)

(d) One of the uses of job analysis is that it assists in career planning. List the steps involved in the first phase in the strategy for career management, namely to 'match the goals of the individual and the organisation'. (5)

(e) State the type of job analysis technique you would use to analyse the following jobs and the reason why you would use that technique.

- lawyer
- waiter
- bookkeeper (6) [20]

AND / OR

QUESTION 2

The purpose of human resource planning is to supply the right quantity and quality of employees at the right time.

(a) Discuss the internal factors influencing manpower planning, namely recruitment policies and recruitment criteria. (4)

(b) Explain how a recruitment policy can have a positive effect on the company as a whole. Give an example. (2)

(c) Explain your understanding of skills inventories as an internal source of recruitment. (4)

(d) The number and type of employees required is determined during HR planning. An HR Manpower Plan needs to be compiled. Identify five activities that would be included in this HR Manpower Plan. (5)

(e) Briefly discuss the Skills Development Act affecting HR planning. (5) [20]

AND / OR
QUESTION 3

Performance management integrates all HR functions and is thus vital in the management of human resources.

(a) Briefly describe the performance appraisal method of graphic rating scales. (4)

(b) Discuss the procedure that should be followed in each case, when an employee does not meet the expected performance standard due to his or her lack of ability, incapacity or unwillingness. (6)

(c) Good performers need to be rewarded. List the individual determinants affecting the compensation of employees. (5)

(d) Quantitative job evaluation methods compare jobs to a specific standard. Outline your understanding of the point job evaluation method. (5) [20]

AND / OR

QUESTION 4

Currently topical and vitally important is the health and safety of employees. The main responsibility of health and safety rests with the employer.

(a) Define ‘safety’ in the workplace. (3)

(b) Outline the requirements for health and safety representatives, according to the OHS Act. (3 × 2 = 6)

(c) Describe your understanding of the COID Act. (5)

(d) One of the employer’s main responsibilities for health and safety is the proper selection and placement of personnel. Identify the various methods used in the selection process. (6) [20]

AND / OR
QUESTION 5

Due to today's competitive environment, a shift has occurred towards a knowledge-based economy. Therefore, the effective and efficient provision, maintenance, development and motivation of human resources are imperative.

(a) Describe your understanding of what the HR activity of HR provision entails. (5 × 2 = 10)

(b) Identify the six steps (in the correct order) in the hiring of staff. (6)

(c) Outline the reasons why it is important to increase the pool of applicants in the recruitment process. (4) [20]

Section A: 20 marks
Section B: 80 marks
TOTAL: 100 MARKS