JUNE 2012 EXAMINATION

DATE: 4 JUNE 2012

TIME: 14H00 – 17H00
TOTAL: 100 MARKS

DURATION: 3 HOURS
PASS MARK: 40%

(BUS-PM2)
HUMAN RESOURCES MANAGEMENT 2

THIS EXAMINATION PAPER CONSISTS OF 2 SECTIONS:

SECTION A: CONSISTS OF 6 QUESTIONS
ANSWER ALL THE QUESTIONS
(50 MARKS)

SECTION B: CONSISTS OF 3 QUESTIONS
ANSWER ANY TWO OF THE QUESTIONS
(50 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 (50 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1

Business and personal problems are often a result of a breakdown in communication. Sound communications knowledge leads to greater personal efficiency and happier human relationships.

Describe five basic principles of communication resulting from insights of behavioural scientists into the process of communication. [5]

QUESTION 2

Evaluating training is critical as training is a costly undertaking. Although evaluation is difficult in some instances, especially on-the-job training, there are training evaluation approaches (models) which need to be considered.

Discuss these models. [4 \times 3 = 12]

QUESTION 3

Management has the responsibility of facilitating contact with workers and their respective representative bodies. Discuss this statement. [5]

QUESTION 4

The Blake and Mouton Managerial Grid is a practical and useful way of analysing leadership styles.

Briefly explain your understanding of these different leadership styles. [5 \times 2 = 10]

QUESTION 5

(a) Outline the principles of the Namibian Legislation on Affirmative Action. (8)

(b) Briefly discuss the trends shown in the US Affirmative Action Policy. (5) [13]

QUESTION 6

Power is integral to leadership. List the five types of power. [5]

[50]
SECTION B (50 MARKS)

ANSWER ANY TWO OF THE QUESTIONS

QUESTION 1

Answer the following questions regarding the prohibition of unfair discrimination according to the Employment Equity Act 55 of 1998.

(a) Describe your understanding of the prohibition of unfair discrimination. Include in your answer the circumstances in which discrimination is unfair and when it is not unfair. (10)

(b) Explain the circumstances under which medical testing is allowed. (2)

(c) Explain the circumstances under which psychometric testing is allowed. (3)

(d) Describe the dispute resolution procedure regarding unfair discrimination. (8)

(e) Explain the burden of proof in these unfair discrimination allegations. (2) [25]

AND / OR

QUESTION 2

The Behavioural Leadership theory of McGregor's X and Y theory has exerted a major influence on modern day management, especially since it underlines a humanistic perspective.

Discuss this statement. [25]

AND / OR

QUESTION 3

One of the greatest mistakes made by management and trade unions is to think that fair treatment, pleasant working conditions, above-average remuneration and outstanding fringe benefits will motivate employees.

(a) Discuss this statement, taking into account Herzberg's two-factor motivation theory. (15)
(b) Various strategies are used in an attempt to increase job range and solve problems of uniform and repetitive tasks resulting in discontent, staff turnover and absenteeism. Explain your understanding of job enlargement. (10) [25]

Section A: 50 marks
Section B: 50 marks
TOTAL: 100 MARKS