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 ANY FOUR OF THE QUESTIONS (20 MARKS)

SECTION C: CONSISTS OF 4 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.
(i) MULTIPLE-CHOICE QUESTIONS

1. Which statement does not apply to the conciliation process?
   (a) power balance between parties
   (b) access to advice
   (c) binding dispute resolution mechanism
   (d) seeking alternative solutions

2. The need to be respected by our manager and colleagues would apply to which need, according to Maslow's Hierarchy of Needs?
   (a) physiological need
   (b) safety need
   (c) social need
   (d) esteem need

3. Which of the following COSATU trade unions is the largest?
   (a) NUM (National Union of Mine Workers)
   (b) FAWU (Food and Allied Workers Union)
   (c) NUMSA (National Union of Metalworkers of SA)
   (d) SADTU (SA Democratic Teachers Union)

4. Which motivation theorist postulates Theory X and Theory Y?
   (a) Maslow
   (b) Herzberg
   (c) McGregor
   (d) Vroom

5. Provisions for severance pay are regulated in which of the following labour legislation?
   (a) Labour Relations Act (LRA)
   (b) Basic Conditions of Employment Act (BCEA)
   (c) Occupational Health and Safety Act (OHSA)
   (d) Unemployment Insurance Act
6. The difference between line and staff management is:

(a) line managers are responsible for production and staff managers for administration.
(b) line responsibility means direct responsibility over staff working directly for you and staff responsibility refers to the advisory of indirect responsibility you have in other departments.
(c) staff responsibility means direct responsibility over staff working directly for you and line responsibility refers to the advisory role you play in other departments.
(d) There is no difference between the two, except that some organisations prefer staff managers and others line managers.

7. Which of the following is not a hygiene factor, according to Herzberg?

(a) supervision
(b) security
(c) status
(d) recognition

8. Which recruitment source would not apply to external recruitment?

(a) recruitment agencies
(b) tertiary institutions
(c) in-house magazines
(d) newspaper advertising

9. Ensuring staff receive regular on-the-job training would fall under which management function?

(a) planning
(b) organising
(c) leading
(d) controlling

10. Which one of the following events had the most impact on labour relations in South Africa?

(a) the discovery of diamonds and gold in 1870
(b) the Wiehahn Commission's Report in 1979
(c) the opening of the first hotel in Kimberley
(d) the Freedom Charter [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>
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</thead>
<tbody>
<tr>
<td>1. incapacity</td>
<td>(a) advisory</td>
</tr>
<tr>
<td>2. job description</td>
<td>(b) self-actualisation needs</td>
</tr>
<tr>
<td>3. staff function</td>
<td>(c) health and safety agreement</td>
</tr>
<tr>
<td>4. succession planning</td>
<td>(d) division of limited resources amongst parties</td>
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<td>5. agency shop agreement</td>
<td>(e) verifying information</td>
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<td>6. collective agreement</td>
<td>(f) poor work performance</td>
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<td>7. application form</td>
<td>(g) forced resignation</td>
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<td>8. distributive bargaining</td>
<td>(h) 'free' rider cure</td>
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<tr>
<td>9. decentralisation</td>
<td>(i) area of responsibility</td>
</tr>
<tr>
<td>10. constructive dismissal</td>
<td>(j) encourages initiative</td>
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</tbody>
</table>
SECTION B: SHORT QUESTIONS (20 MARKS)

ANSWER ANY FOUR OF THE QUESTIONS

QUESTION 1

Job enlargement is sometimes referred to as horizontal job loading. Briefly discuss this job design method. [5]

AND / OR

QUESTION 2

High staff morale reflects good human relations within your organisation.

(a) Define high morale. (3)

(b) Which aspect in an organisation would result in high morale? (2) [5]

AND / OR

QUESTION 3

Name five needs that employees might have that would result in them choosing to join a trade union. [5]

AND / OR

QUESTION 4

Briefly describe the expenses that would be incurred if a staff member of a hotel resigned and left the hotel. [5]

AND / OR

QUESTION 5

List five job analysis techniques. [5]
QUESTION 6

(a) Give the full name for the CCMA. (1)

(b) Outline the main functions of the CCMA. (4) [5]

[20]
SECTION C: INTERPRETATIVE QUESTIONS (60 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1

The responsibilities of the HR function are very diverse and specialised.

(a) One of the many HR functions is organisational planning and job analysis. Briefly discuss the statement.  

(b) Discuss five criteria that can be used to evaluate the effectiveness of the HR department.  

QUESTION 2

In all organisations, the salaries earned by people differ. However, compensation management aims to maintain a fair compensation structure within an organisation. Effective compensation management will result in a more motivated and happy workforce.

(a) Describe the factors that lead to differences in compensation paid to employees.  

(b) What is your understanding of job evaluation?  

(c) Identify the conditions that have to be present for compensation to be an effective motivator, according to Vroom.  

QUESTION 3

Successful employee participation through elected representatives promotes co-operation and commitment to organisational goals.

(a) Identify the issues that workplace forums have a right to consultation on.  

(b) Identify the issues that require consultation between the employer and the work place.  

QUESTION 4

Employee discontent may be expressed through various forms of organised collective action.

(a) Identify these forms of collective action that employees could embark upon. (6)

(b) Outline the procedural requirements in order for a strike to be protected. (4)

(c) Give the conditions under which employees are prohibited from striking. (5) [15] [60]

Section A: 20 marks
Section B: 20 marks
Section C: 60 marks
TOTAL: 100 MARKS