NOVEMBER 2012 EXAMINATION

DATE: 14 NOVEMBER 2012

TIME: 14H00 – 17H00    TOTAL: 100 MARKS

DURATION: 3 HOURS    PASS MARK: 40%

(BUS-PM1)

HUMAN RESOURCE MANAGEMENT 1

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 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.

Examiner: D Linnegar-Whyte
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 job design method increases job depth?
   - (a) job simplification
   - (b) job rotation
   - (c) job enlargement
   - (d) job enrichment

2. Which of the following performance appraisal methods is the most time consuming?
   - (a) graphic rating scales
   - (b) critical incidents
   - (c) essay appraisals
   - (d) rating by peers

3. Allowing the rating in one dimension to affect ratings in other dimensions, would apply to which performance evaluation rating error?
   - (a) recency effect
   - (b) infrequent observations
   - (c) central tendency
   - (d) halo effect

4. Which one of the following would not appear in a job description?
   - (a) tasks
   - (b) equipment
   - (c) working conditions
   - (d) unusual demands

5. Which one of the following would *not* be a responsibility of the employee with regard to health and safety?
   - (a) obeying safety regulations
   - (b) ensuring that the workplace is safe
   - (c) being familiar with the procedures involved in reporting an accident
   - (d) knowing the first aid representative and where he or she is located
6. Which statement best describes the recruitment process?

(a) attracts the most suitable applicants for the job  
(b) eliminates the least suitable applicants for the job  
(c) chooses the most suitable applicants for the job  
(d) places the most suitable applicants for the job

7. Who is the facilitator in the career management process?

(a) the individual  
(b) the human resource manager  
(c) management  
(d) the trade union

8. Which one of the following is not a fringe benefit:

(a) pension schemes  
(b) housing subsidies  
(c) car allowances  
(d) unemployment insurance fund

9. The introduction of incentive plans would not result in which one of the following circumstances?

(a) higher productivity  
(b) higher absenteeism  
(c) higher staff loyalty  
(d) higher rewards

10. Which one of the following is not an internal factor affecting recruitment?

(a) recruitment policy  
(b) closed shop agreement  
(c) costs  
(d) strategic plans

11. Which job design method is the most repetitive?

(a) job simplification  
(b) job rotation  
(c) job enlargement  
(d) job enrichment

12. Which statement would not be an environmental cause of stress in the workplace?

(a) tense relationships with a superior  
(b) lack of management support  
(c) lack of self confidence  
(d) a noisy work environment
13. Which statement does *not* apply to internal recruitment?
   (a) advertisements placed on notice boards
   (b) new ideas are injected into the company
   (c) improves staff morale
   (d) current employees may resent successful applicants

14. Which statement would *not* apply to the Unit forecasting HR forecasting technique?
   (a) it is in the form of instructions
   (b) a bottom-up means of communication
   (c) a department submits HR estimate requirements to management
   (d) proposals are forwarded to management

15. When undertaking HR planning, drawing up an HR plan would *not* include:
   (a) appointing new employees.
   (b) promoting existing staff.
   (c) undertaking an HR audit.
   (d) introducing overtime.

16. Which external factor affecting HR planning is the core factor influencing all other environments?
   (a) economic
   (b) technological
   (c) legal
   (d) international

17. Which statement is false regarding positive performance feedback?
   (a) Feedback must be specific.
   (b) Feedback must be honest.
   (c) Feedback should focus on the person.
   (d) Feedback should be clearly understood.

18. One health and safety representative is required to be appointed on a factory floor for every _____ employees.
   (a) 20
   (b) 50
   (c) 80
   (d) 100

19. Who has the main responsibility for career management?
   (a) the individual
   (b) the human resource manager
   (c) top management
   (d) the trade union representative
20. Which condition for the successful implementation of performance management would discriminate between categories of performers?

(a) establish relevance
(b) participation
(c) freedom from contamination
(d) effective, reliable and objective
SECTION B (80 MARKS)

ANSWER FOUR OF THE QUESTIONS

QUESTION 1

Effective communication is essential in any organisation in order to reduce conflict and improve productivity. Line management’s role in open communication channels is therefore vital.

(a) Briefly describe your understanding of the line management function. Include in your answer the advantages and disadvantages of this function. (5)

(b) Briefly explain the procedure that the supervisor should follow, should he or she suspect that an employee has a personal problem. (11)

(c) List the consequences of stress to the company. (4) [20]

AND / OR

QUESTION 2

Amongst other issues, pressures may arise with regard to job content and disclosure of information of compensation between jobs. Therefore, job evaluation needs to be carefully managed to minimise conflict between management and labour.

(a) Explain your understanding of job evaluation. (2)

(b) Briefly describe the job evaluation procedure. (5)

(c) Identify the disadvantages of the ranking job evaluation method. (3)

(d) Briefly discuss the job analysis techniques of observation and interviews. (7)

(e) The HR activity of maintenance involves labour relations. Briefly discuss this statement. (3) [20]

AND / OR
QUESTION 3

Performance management can only be effective if a detailed knowledge of the standards required of the jobholder is known by the line manager.

(a) Describe the aspects which should be included in a job description. (5 × 2 = 10)

(b) Discuss the difference between performance management and performance evaluation. (10) [20]

AND / OR

QUESTION 4

HR Planning is best described as supplying the right quantity and quality of employees at the right time.

(a) Explain the social external factors affecting HR Planning. (7)

(b) Briefly describe your understanding of strategic planning. (5)

(c) List three methods of HR Forecasting. (3)

(d) During the monitoring and evaluation phase of HR Planning, management succession plans are also consulted. Outline the responsibilities of the HR manager with regard to career management. (5) [20]

AND / OR

QUESTION 5

The HR activities of HR Provisioning and HR Development are vital in achieving the goals of the organisation. Bearing this statement in mind, answer the following questions:

(a) List five types of interviews which can be used in the selection process. (5)

(b) Explain how the government / legal requirements would affect recruitment. (5)

(c) Describe five aims of orientation. (5 × 2 = 10) [20]

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