NOVEMBER 2012 EXAMINATION

DATE: 5 NOVEMBER 2012

TIME: 14H00 – 17H00

DURATION: 3 HOURS

TOTAL: 100 MARKS

PASS MARK: 40%

(BUS-PM2)

HUMAN RESOURCE 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.

Examiner: D Linnegar-Whyte
SECTION A

(50 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1

Discuss the effect that internal recruitment policies may have on employment relations. [5]

QUESTION 2

Line managers have a close relationship with employees and are ultimately responsible and accountable for achieving their departmental objectives. However, in larger organisations particularly, it is common for both a staff and a line structure to exist.

(a) Briefly discuss communications within this type of structure. (5)

(b) Discuss line management ownership and accountability with regard to Affirmative Action programmes. (5) [10]

QUESTION 3

Groups and teamwork allow for greater participation and increased performance.

(a) Outline your understanding of a group. (5)

(b) Describe your understanding of a formal group. (5) [10]

QUESTION 4

It is critical that training needs are constantly reassessed as changes occur constantly, for example new methods or products being introduced, changing customer demands or legislative changes.

(a) Explain what a training need is. (2)

(b) Identify what micro-level needs are. (2)

(c) Briefly identify and explain the three well-known assessment models used to assess training needs. (3 × 2 = 6) [10]

QUESTION 5

Discuss the leadership style of Hersey & Blanchard. [10]
QUESTION 6

According to Maslow’s needs hierarchy, a satisfied need cannot act as a motivator of behaviour.

Briefly discuss this statement. [5]
QUESTION 1
A good leader has the ability to inspire people to work enthusiastically towards the attainment of the organisation's goals. Therefore, effective motivation skills in the leader are imperative.

(a) Describe the characteristics of motivation in terms of its significance at work. (10)

(b) Discuss Schein's self-actualisation assumption about human behaviour. (15) [25]

AND / OR

QUESTION 2
The ultimate purpose of the Employment Equity Act is to achieve equity in the workplace.

(a) Differentiate between AA and EE. (8)

(b) Explain in your own words what you understand by the term Assessment of Compliance of the Act. (12)

(c) Describe the dispute procedure with regard to employee rights according to the Act. (5) [25]

AND / OR

QUESTION 3
Human capital is essential in creating a competitive advantage nowadays. Intrinsic (non-financial) rewards play a vital role in performance management.

(a) Identify the three main purposes of performance management. (3 × 2 = 6)

(b) A gain in performance can be expected through job enrichment. Explain how changes in job depth can be expanded. (6)

(c) Outline the content theory of motivation. (5)

(d) Identify the content theorists and name their theories of motivation. (8) [25] [50]