NOVEMBER 2012 EXAMINATION

DATE: 13 NOVEMBER 2012
TIME: 09H00 – 11H00 TOTAL: 100 MARKS
DURATION: 2 HOURS PASS MARK: 40%

(VOC-1204)
HUMAN RESOURCE MANAGEMENT

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 ALL THE QUESTIONS (30 MARKS)

SECTION C: CONSISTS OF 4 LONG ANSWER QUESTIONS
ANSWER ALL 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**

(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 job design method could result in the employee feeling resentful towards management owing to a greater variety of tasks having to be completed?
   - (a) job simplification
   - (b) job rotation
   - (c) job enlargement
   - (d) job enrichment

2. The Labour Relations Act:
   - (a) describes the minimum conditions of employment.
   - (b) promotes equal employment opportunities.
   - (c) is the source of all laws in South Africa.
   - (d) gives rights and obligations to employers, employees and their representatives.

3. Which agreement could infringe upon an employee’s freedom of association?
   - (a) closed shop agreement
   - (b) agency agreement
   - (c) bargaining council agreement
   - (d) contract of employment agreement

4. Which statement about Maslow’s Hierarchy of Needs motivation theory is incorrect?
   - (a) People are never fully satisfied.
   - (b) People are continually wanting things.
   - (c) A satisfied need acts as a motivator.
   - (d) Needs are grouped in order of importance.

5. Which of the following statements is not an advantage of a Line and Staff organisational structure?
   - (a) Line managers benefit from expert advice.
   - (b) Managers do not waste time making their own mistakes.
   - (c) Decisions are made quickly.
   - (d) Overall company productivity is increased.
6. Which one of the following deductions is a statutory deduction from the employee's wages?
   
   (a) medical aid  
   (b) transport allowance  
   (c) unemployment insurance  
   (d) study loan

7. Which is the first phase of the process of filling a job vacancy?
   
   (a) induction  
   (b) selection  
   (c) placement  
   (d) recruitment

8. How many consecutive days of leave are employees entitled to annually?
   
   (a) 10  
   (b) 15  
   (c) 21  
   (d) 25

9. Which statement would best describe job evaluation?
   
   (a) the process of evaluating the worth of a job  
   (b) the process of evaluating the performance of an employee  
   (c) the process of evaluating the safety of an employee  
   (d) the process of evaluating the selection of an employee

10. Which labour law requires employers to pay 1% of their payroll to the Department of Labour?
    
    (a) Basic Conditions of Employment Act No 75 of 1997 (BCEA)  
    (b) Employment Equity Act No. 55 of 1998  
    (c) Labour Relations Act No 66 of 1995  
    (d) Skills Development Act No 97 of 1998
(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>
</tr>
</thead>
<tbody>
<tr>
<td>1. staff function</td>
<td>(a) agency shop agreement</td>
</tr>
<tr>
<td>2. motivating staff</td>
<td>(b) job specification</td>
</tr>
<tr>
<td>3. cure for 'free riders'</td>
<td>(c) McGregor</td>
</tr>
<tr>
<td>4. minimum conditions of employment</td>
<td>(d) organisational rights</td>
</tr>
<tr>
<td>5. most people are lazy</td>
<td>(e) job enrichment</td>
</tr>
<tr>
<td>6. more responsibility</td>
<td>(f) advisory</td>
</tr>
<tr>
<td>7. qualifications</td>
<td>(g) employee</td>
</tr>
<tr>
<td>8. shop steward meetings</td>
<td>(h) BCEA</td>
</tr>
<tr>
<td>9. mainly responsible for career planning</td>
<td>(i) EEA</td>
</tr>
<tr>
<td>10. unfair discrimination</td>
<td>(j) leading</td>
</tr>
</tbody>
</table>

[10]

[20]
SECTION B: SHORT QUESTIONS (30 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1
Explain your understanding of job analysis. [5]

QUESTION 2
Describe the information that should be included in an advertisement for a job vacancy. [5]

QUESTION 3
(a) Identify the various types of leadership styles. (4)
(b) State which leadership style generates creative ideas from staff. (1) [5]

QUESTION 4
Identify the individual performance appraisal techniques. [5]

QUESTION 5
List five examples of Herzberg's hygiene factors. [5]

QUESTION 6
Describe in your own words the functions of arbitration. [5]
SECTION C: LONG ANSWER QUESTIONS (50 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1
(a) Discuss the circumstances under which employees are prohibited from striking. (5 × 2 = 10)
(b) Explain your understanding of essential services. (5) [15]

QUESTION 2
(a) Define a job description. (2)
(b) Describe what aspects would be included in a job description. (8) [10]

QUESTION 3
(a) Explain your understanding of succession planning. (4)
(b) Describe the three stages in succession planning. (3 × 2 = 6) [10]

QUESTION 4
(a) Describe the meaning of dismissal according to the Labour Relations Act. (5 × 2 = 10)
(b) Identify the types of collective agreements that are normally concluded between organisations and representative trade unions. (5) [15]

Section A: 20 marks
Section B: 30 marks
Section C: 50 marks
TOTAL: 100 MARKS