NOVEMBER 2013 EXAMINATION

DATE: 4 NOVEMBER 2013
TIME: 14H00 – 17H00
TOTAL: 100 MARKS
DURATION: 3 HOURS
PASS MARK: 40%

(BUS-PM2)
HUMAN RESOURCES MANAGEMENT 2

THIS EXAMINATION PAPER CONSISTS OF 4 SECTIONS:

SECTION A: CONSISTS OF:
(i) 10 MULTIPLE-CHOICE QUESTIONS (10 MARKS)
(ii) 5 TRUE OR FALSE QUESTIONS (10 MARKS)
(iii) 10 MATCHING-STATEMENT QUESTIONS (10 MARKS)
ANSWER ALL THE QUESTIONS

SECTION B: CONSISTS OF 3 SHORT QUESTIONS
ANSWER ALL THE QUESTIONS (10 MARKS)

SECTION C: CONSISTS OF 4 LONG ANSWER QUESTIONS
ANSWER ALL THE QUESTIONS (40 MARKS)

SECTION D: CONSISTS OF 3 INTERPRETATIVE QUESTIONS
ANSWER ANY ONE OF THE QUESTIONS (20 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

(30 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 one of the following would not be a self-actualisation need, according to Maslow?
   (a) advancement
   (b) interesting job
   (c) status
   (d) challenges

2. _____ leadership theory is not a situational approach.
   (a) Tannenbaum and Schmidt's
   (b) Blake and Mouton's
   (c) Hersey and Blanchard's
   (d) Nicholls'

3. Which statement is false with regard to a leaderless group discussion assessment technique?
   (a) Trainees work together to solve a hypothetical problem.
   (b) Group members are frequently assigned different roles to play.
   (c) The assessment could involve large group simulations.
   (d) Information is withheld with regard to the different roles played.

4. Which of the following does not apply to Affirmative Action?
   (a) long term
   (b) organisational culture
   (c) redress past injustices
   (d) employee potential is important

5. Which statement would apply to McGregor's X beliefs on motivation?
   (a) People are creative.
   (b) Work is natural to people.
   (c) People do not want responsibility.
   (d) People are problem-solvers.
6. Which statement best describes prejudice / bias as an obstacle in communication?
   (a) preconceived opinions
   (b) poor listening
   (c) different backgrounds
   (d) mistrust or suspicion

7. Which statement is false about job enlargement?
   (a) It increases job scope.
   (b) It increases the number of tasks.
   (c) It creates motivation.
   (d) It reduces boredom.

8. Which type of power is also referred to as personal power?
   (a) legitimate power
   (b) referent power
   (c) expert power
   (d) coercive power

9. The ‘grapevine’ is best associated with which sub-system?
   (a) formal
   (b) informal
   (c) line
   (d) staff

10. Which attribute would not describe a leader?
    (a) charismatic
     (b) innovator
     (c) visionary
     (d) maintainer

(ii) TRUE OR FALSE QUESTIONS

Indicate whether the following statements are True or False. Motivate all your answers.

1. Michalak & Yager’s needs assessment model focuses on the ‘can’t do’ versus the ‘won’t do’.

2. Responsibility is obtaining the right to punish.

3. Inter-departmental communication is lateral communication.

4. Discrimination in recruitment is fair if based on Affirmative Action measures.

5. Vroom's variable 'expectancy' refers to expected satisfaction. [5 × 2 = 10]
(iii) MATCHING-STATEMENT QUESTIONS

Match the terms 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. positive reinforcement</td>
<td>(a) personal likes and dislikes</td>
</tr>
<tr>
<td>2. politics</td>
<td>(b) focuses on how</td>
</tr>
<tr>
<td>3. content theories of motivation</td>
<td>(c) poor performance</td>
</tr>
<tr>
<td>4. process theories of motivation</td>
<td>(d) proactive</td>
</tr>
<tr>
<td>5. bias</td>
<td>(e) constructive feedback</td>
</tr>
<tr>
<td>6. micro level training need</td>
<td>(f) reactive</td>
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<tr>
<td>7. macro level training need</td>
<td>(g) limited credibility</td>
</tr>
<tr>
<td>8. employment equity</td>
<td>(h) mobilise support</td>
</tr>
<tr>
<td>9. affirmative action</td>
<td>(i) technological advances</td>
</tr>
<tr>
<td>10. suggestive schemes</td>
<td>(j) focuses on what</td>
</tr>
</tbody>
</table>
SECTION B: SHORT QUESTIONS (10 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1
Define a 'group'. [3]

QUESTION 2
What are the requirements of effective criterion tests according to the NQF? [3]

QUESTION 3
List the most common forms of oral communication. [4]

[10]
SECTION C: LONG ANSWER QUESTIONS (40 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1
Briefly describe your understanding of the 'qualities' or 'traits' theory of leadership. [10]

QUESTION 2
The role of goal setting is important in motivation.
List the four different ways in which goal setting can influence behaviour.
Give relevant examples. [10]

QUESTION 3
Discuss the concept of Affirmative Action, including the purpose behind the legislation, and its application in the workplace. [10]

QUESTION 4
Management training and management development are not the same thing. Discuss this statement. [10] [40]
SECTION D: INTERPRETATIVE QUESTIONS (20 MARKS)

ANSWER ANY ONE OF THE QUESTIONS

QUESTION 1
The aim of the Employment Equity Act is to promote equal opportunities, fair treatment and redress past disadvantages in employment.

Summarise the statutory requirements of an employment equity plan. [20]

OR

QUESTION 2
The behaviourist approach to leadership focuses on the behaviours of leaders and believes that you do not have to be born a leader, but can acquire the skills to become a successful one.

According to Schein's complex person assumption, managers must be good diagnosticians and be adaptable.

Bearing the behaviourist approach in mind, discuss Schein's assumptions. [20]

OR

QUESTION 3
Hackman and Oldham's job characteristics model on motivation implies that the task itself is the key to employee satisfaction.

Comment on this statement. [20]

Section A: 30 marks
Section B: 10 marks
Section C: 40 marks
Section D: 20 marks
TOTAL: 100 MARKS