HUMCRE

NOVEMBER 2013 EXAMINATION

DATE: 12 NOVEMBER 2013

TIME: 09H00 – 11H00

DURATION: 2 HOURS

TOTAL: 100 MARKS

PASS MARK: 40%

(VOC-1204)

HUMAN RESOURCE MANAGEMENT

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 4 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.

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(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 statement is *incorrect* with regard to McGregor’s Theory X?
   (a) people are lazy  
   (b) people dislike work  
   (c) the average person has little ambition  
   (d) work is natural

2. Which statement is false with regard to a grievance?
   (a) a feeling of unhappiness  
   (b) upward communication  
   (c) grapevine communication  
   (d) a dispute

3. Which one of the following is *not* a fringe benefit?
   (a) overtime  
   (b) housing allowance  
   (c) medical aid  
   (d) study loan

4. Which statement best describes a unitarism perspective?
   (a) market driven  
   (b) trade unions are unnecessary  
   (c) conflict is natural  
   (d) power is balanced by the state

5. Which statement is false with regard to centralisation?
   (a) it encourages initiative  
   (b) there is consistency of policies and procedures  
   (c) reduces administrative duplication  
   (d) is warranted when the image in dealing with the outside world is important

6. Decentralisation occurs when:
   (a) organisations diversify and have a number of different types of products.  
   (b) organisations become larger and more complex.  
   (c) the environment is complex and change needs to be implemented quickly.  
   (d) All of the above.
7. Which of the following would not be a fringe benefit?
   (a) pension fund
   (b) study bursary
   (c) transport subsidy
   (d) compassionate leave

8. The Hawthorne experiments showed that:
   (a) if you increase lighting, productivity increases.
   (b) if you decrease lighting, productivity increases.
   (c) if you pay attention to your employees, productivity increases.
   (d) if you prohibit cellphones, productivity increases.

9. During the last couple of years, many employees have experienced the traumatic experience of being retrenched. Which external factor influencing manpower planning would be associated with this?
   (a) economic
   (b) technological
   (c) social
   (d) legal

10. Which statement is incorrect with regard to negotiation?
    (a) Parties interact verbally.
    (b) Parties seek to reach agreement over a conflict.
    (c) Parties seek to preserve their interests.
    (d) Parties need not adjust their views in order to meet an agreement.  [10]

(ii) TRUE OR FALSE QUESTIONS

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

1. Quick decisions are made in a line-and-staff organisational structure.
2. Remedies for breach of contract are set out in the Constitution.
3. Employers are required by law to keep personnel records.
4. An open question needs a yes or no answer.
5. A high (supreme) court exists for labour disputes.  [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. employee representative</td>
<td>(a) responsibility</td>
</tr>
<tr>
<td>2. verifying information</td>
<td>(b) contract</td>
</tr>
<tr>
<td>3. assigned task to be carried out</td>
<td>(c) authority</td>
</tr>
<tr>
<td>4. relationship between employer and employee</td>
<td>(d) selection</td>
</tr>
<tr>
<td>5. the right to require action from a person</td>
<td>(e) legal benefit</td>
</tr>
<tr>
<td>6. hierarchy of needs</td>
<td>(f) shop steward</td>
</tr>
<tr>
<td>7. letter of appointment</td>
<td>(g) organisational rights</td>
</tr>
<tr>
<td>8. maternity leave</td>
<td>(h) application form</td>
</tr>
<tr>
<td>9. choosing the most suitable person</td>
<td>(i) Maslow</td>
</tr>
<tr>
<td>10. access to the workplace</td>
<td>(j) labour relations</td>
</tr>
</tbody>
</table>
SECTION B: SHORT QUESTIONS (10 MARKS)

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ANSWER ALL THE QUESTIONS

QUESTION 1
Explain your understanding of responsibility. [2]

QUESTION 2
What are the consequences to employees should they damage property and/or behave violently during strike action? [2]

QUESTION 3
Briefly explain the individual factor which leads to differences in pay. [3]

QUESTION 4
Briefly explain what three aspects are essential in order for a selection interview to be successful. [3]

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

ANSWER ALL THE QUESTIONS

QUESTION 1
Give a brief overview of the Labour Relations Act, the Basic Conditions of Employment Act and the Employment Equity Act. [10]

QUESTION 2
(a) Explain the essential goal of orientation and induction. (4)
(b) Who is responsible for orientation? (1)
(c) List five points which should be included in orientation. (5) [10]

QUESTION 3
Discuss Schein's self-realising individual assumption motivational theory. [10]

QUESTION 4
Discuss the functional organisation structure in the hotel industry. [10]

[40]
ANSWER ANY ONE OF THE QUESTIONS

QUESTION 1

Job analysis is the backbone of human resource management. Job descriptions and job specifications are vital documents in order to perform the other HR functions effectively.

(a) Describe your understanding of job analysis. (5)

(b) Name five techniques (methods) which can be used to do a job analysis. (5)

(c) Identify five aspects which should feature in a job description. (5)

(d) Identify five aspects which should feature in a job specification. (5) [20]
QUESTION 2

People work to satisfy needs and one of the most important needs is to be content and satisfied with one’s work.

(a) Describe the needs which are important to job satisfaction. (10)

(b) Discuss the job design methods of job enrichment and job enlargement in attempting to enhance job satisfaction in employees. (10) [10]

OR
Democratic countries usually have legislated structures and procedures that provide a framework for the relationships between employees and employers. Political democracy cannot flourish without economic and social democracy and therefore democracy is extended to the workplace in the form of employee participation and involvement.

One form of employee participation is the establishment of workplace forums. The functions of workplace forums are divided into three separate areas, namely information sharing, consultation and joint decision-making.

Discuss this statement. [20]

“Can't we just buy out the union and *** it like we do everything else?”

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