

HRM2601 (495668)
SECOND PAPER

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HUMAN RESOURCE PROVISIONING

Duration 2 Hours

70 Marks

EXAMINERS
FIRST
SECOND

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Closed book examination

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This paper consists of 23 pages

INSTRUCTIONS:

- 1 A **mark-reading sheet** has been included. The paper consists of two sections, section A and section B. Section A must be completed on the mark-reading sheet and section B on this paper in the space provided. The **mark-reading sheet** must be handed in together with your examination paper. Please note that all information on the mark-reading sheet should be completed in PENCIL.
- 2 Read the instructions and questions in this paper carefully.
- 3 Choose any two of the three questions in Section B.
- 4 Write legibly.
- 5 Encircle the number of each question that you complete in section B on the cover of the examination paper in the column ("Question No") dedicated for this purpose. See example below.

Question No	1		2	
Section A				
Section B				
①				
②				
3				

- 6 A page for rough work has been included for your convenience and use at the end of the exam. Rough work will not be marked.

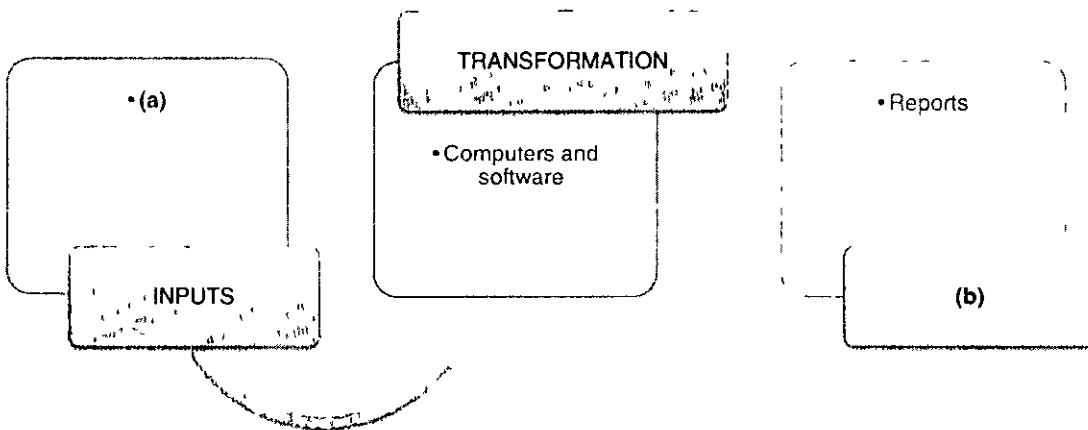
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SECTION A – MULTIPLE-CHOICE QUESTIONS (COMPULSORY)

**This section must be completed on the mark-reading sheet.
Use a PENCIL when completing the mark-reading sheet.**

- 1 You are the supervisor who has been called upon to form part of the panel which will be interviewing potential candidates for the position of a receptionist. Select from the list below the most appropriate question for you to ask the candidates during the interview
- 1 "How old are you?"
 - 2 "Are you married?"
 - 3 "How would you resolve conflict between management and the trade unions?"
 - 4 "How would you calm down a difficult client on the telephone before transferring him or her to the correct department?"
- 2 What is the process during which company goals, as put forth in mission statements and company plans, are translated into human resource (HR) objectives to ensure that the company is neither over- nor understaffed, and that employees with the appropriate talents, skills and desire are available to carry out their tasks in the right jobs at the right times?
- 1 HR planning
 - 2 strategic HR planning
 - 3 workforce planning
 - 4 strategic management

The following diagram represents the functional components of a human resource information system (HRIS). Refer to the diagram, and then answer Questions 3 and 4.



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- 3 (a) Represents the first functional component of a human resource information system (HRIS) Which of the following would be a suitable example of (a)?
- 1 The design and setup of the software
 - 2 Written instructions on how to use the system
 - 3 Company policies and company profile information
 - 4 Employee statistics regarding age and demographics
- 4 What is the final phase marked as (b) is known as?
- 1 Results
 - 2 Throughputs
 - 3 Outputs
 - 4 Control system feedback
- 5 Strategic human resource planning (SHRP) consists of various steps During which step does an analysis of internal HR factors such as turnover, absenteeism, managerial obsolescence, employee demographics and employee skills take place?
- 1 Situation analysis
 - 2 HR demand analysis
 - 3 HR supply analysis
 - 4 Strategy development
- 6 Which one of the following is not a method of external recruiting?
- 1 Job posting
 - 2 Employee referrals
 - 3 Direct applications
 - 4 Overtime and temporary help
- 7 Which one of the following legislation is the least important during the recruitment phase?
- 1 Labour Relations Act
 - 2 Employment Equity Act
 - 3 Basic Conditions of Employment Act
 - 4 Occupational Health and Safety Act
- 8 When selecting a high-level manager, what is the best selection tool?
- 1 Structured interviews
 - 2 Unstructured interviews
 - 3 An assessment centre
 - 4 CV screenings

- 9 Ebrahim (Ben's direct supervisor) who is working at BigChick wholesalers, realised that Ben's performance has decreased over the last few months. Ebrahim decided to motivate Ben to help him to increase his performance and make him feel positive again. Ebrahim scheduled a meeting with Ben and together they decided on specific goals that Ben needs to achieve by the end of the year. Which motivation theory did Ebrahim use?
- 1 Achievement motivation
 - 2 Positive reinforcement
 - 3 Goal-setting
 - 4 The great debate
- 10 Strategic change refers to major transformations in the structure, size or functioning of an organisation. Which one of the following is NOT a feature of strategic change?
- 1 Determined by factors in the external environment
 - 2 Allows for radical change
 - 3 Permits incremental change
 - 4 Accommodates transitional change
- 11 The HR unit together with managers play a significant role in executing HR planning responsibilities. Which one of the following tasks form part of the HR unit's responsibilities?
- 1 Identify demand and supply needs for each division or department
 - 2 Participates in the strategic planning process for the entire organisation
 - 3 Conduct performance appraisal interviews with employees in each department
 - 4 Review employee succession plans associated with the HR plan
- 12 South Africa has one of the lowest productivity levels in the world.
- 1 poverty
 - 2 technology
 - 3 external environment
 - 4 job design
- 13 Finn and Brink CC are in the process of redesigning their offices. The designers have taken precaution to ensure that each work station has sufficient lighting, minimal noises that interfere with worker productivity, and adequate equipment. What is this approach called?
- 1 Total quality management
 - 2 Ergonomics
 - 3 Robotics
 - 4 Quality assurance

- 14 Productivity is a measure of the output of goods and services relative to the input of labour, material and equipment. What are the three major components of productivity?
- 1 reliability, validity and efficiency
 - 2 utilisation, punctuality and reliability
 - 3 utilisation, punctuality and efficiency
 - 4 utilisation, efficiency and effectiveness
- 15 FinBank has introduced a new work schedule which allows employees to follow different schedules of work each day of the week. The employer has established core hours during which the employee must work. What type of work schedule is represented above?
- 1 Compressed workweek
 - 2 Telecommuting
 - 3 Flexitime
 - 4 Shift work
- 16 The job analysis process is represented below



Choose the option that reflects the correct order of the steps in the job analysis process

- 1 Step 1 collect information, step 2 review information, step 3 verify data, step 4 compile job description and job specification, step 5 update information regularly
- 2 Steps 1 gather information, step 2 analyse information, step 3 information input into compressed system, step 4 print reports, step 5 verify reports
- 3 Step 1 committee review, step 2 collect information, step 3 review information, step 4 complete products, step 5 further uses and updating of information
- 4 Step 1 gather information, step 2 analyse information, step 3 verify information, step 4 compile job description, step 5 review

Refer to the following advert and answer the Questions 17 to 19.

RECEPTIONIST

Perform duties too varied and diverse to be classified in any specific office clerical occupation, requiring limited knowledge of office management systems and procedures. Clerical duties may be assigned in accordance with the office procedures of individual establishments and may include a combination of answering telephones, bookkeeping, typing, and filing.

Specific duties:

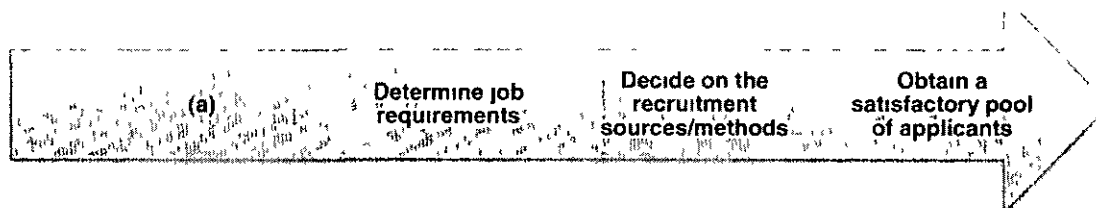
- Communicate with customers, employees and other individuals to answer questions, disseminate or explain information, take orders, and address complaints
- Answer telephones, direct calls and take messages
- Compile, copy, sort and file records of office activities, business transactions, and other activities
- Complete and mail bills, contracts, policies, invoices, or cheques
- Operate office machines, such as photocopiers, scanners, facsimile machines and personal computers
- Compute, record and proofread data and other information, such as records or reports
- Maintain and update filing, inventory, mailing and database systems, either manually or by using a computer
- Open, sort and route incoming mail, answer correspondence, and prepare outgoing mail
- Review files, records and other documents to obtain information to respond to requests
- Deliver messages and run errands
- Make inventory of and order materials, supplies and services
- Complete work schedules, manage calendars and arrange appointments
- Process and prepare documents, such as business or government forms and expense reports
- Prepare meeting agendas, attend meetings, and record and transcribe minutes
- Make travel arrangements for office personnel

Necessary skills and qualifications.

- Telephone skills
- Active listening – pay full attention to what other people are saying, take time to understand the points being made, ask appropriate questions, and do not interrupt at inappropriate times
- Reading comprehension – understand written sentences and paragraphs in work-related documents
- Written comprehension – the ability to read and understand information and ideas presented in writing
- Speaking – talking to others to convey information effectively
- Writing – communicate effectively in writing as appropriate for the needs of the audience
- Oral comprehension – the ability to listen to and understand information and ideas presented through spoken words and sentences
- Oral expression – the ability to communicate information and ideas orally so others will understand
- Number facility – the ability to add, subtract, multiply, or divide quickly and correctly
- Interact with computers
- Communicate with supervisors, peers, or subordinates
- Perform administrative activities
- Organise, plan and prioritise work
- Make decisions and solve problems

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- 17 What does the advert represent an example of?
- 1 job analysis
 - 2 job evaluation
 - 3 job specification only
 - 4 job description only
- 18 What does the following statement refer to? *"Perform duties too varied and diverse to be classified in any specific office clerical occupation, requiring limited knowledge of office management systems and procedures Clerical duties may be assigned in accordance with the office procedures of individual establishments and may include a combination of answering telephones, bookkeeping, typing and filing "*
- 1 Job description
 - 2 Job summary
 - 3 Job duties and responsibilities
 - 4 Job specification
- 19 What do necessary skills and qualifications refer to?
- 1 job description
 - 2 job specification
 - 3 job summary
 - 4 job duties and responsibilities
- 20 The recruitment process is represented in the next diagram



Step 1 (a) in the process is to _____

- 1 scan the organisation's internal and external environment
- 2 identify job openings
- 3 interview candidates
- 4 build a database of possible candidates

- 21 Global Networking Solutions is a company based in Pretoria and currently has 57 permanent and 12 part-time employees. They are looking at hiring a new marketing manager who is highly skilled and proficient. The company is aware that Andrew Brandt is a successful marketing director at a competing firm and he is the precise candidate that they are looking for. Global Networking Solutions has approached Andrew with an offer of employment offering a better salary and improved working conditions. What is this concept known as?
- 1 leasing employees
 - 2 employee referrals
 - 3 pirating
 - 4 private employment agencies
- 22 With which type of recruitment method is associated with the problem of a glass ceiling?
- 1 Promotions
 - 2 Employee relocation
 - 3 Direct applications
 - 4 Employee referrals
- 23 Which one of the following does not indicate a CV red flag?
- 1 that the employee is highly skilled and qualified
 - 2 that the employee does not have a driver's license
 - 3 that the employee is guilty of a criminal offence
 - 4 warning signs that may require further investigation
- 24 What is the process of integrating new employees into the organisation and acquainting them with the details and requirements of the job?
- 1 Selection
 - 2 Orientation
 - 3 Recruitment
 - 4 Retention
- 25 According to Herzberg's theory, job satisfaction is affected by hygiene needs and motivator needs. What do hygiene needs include?
- 1 achievement
 - 2 growth
 - 3 job security
 - 4 recognition

- 26 At the end of 2014, it was noted that several employee changes occurred within Digital Boost Limited. Three employees had passed away and seven had terminated their services at the organisation. These changes have increased the company's employee reduction rate. What is this situation known as?
- 1 attrition
 - 2 general economic trends and other issues
 - 3 career plateau
 - 4 reorganisation
- 27 A company needs to reduce its workforce. The reduction is long term and aims to remove layers of *bureaucracy and services that do not add value to the product*. The company is _____
- 1 conducting a layoff
 - 2 buying out the workforce
 - 3 right sizing
 - 4 changing its internal employment policies to reduce the workforce
- 28 Organisations often conduct exit interviews with employees when they voluntarily decided to leave the company. Who is the best person to conduct the exit interview?
- 1 the direct supervisor
 - 2 a person from the HR department
 - 3 a colleague
 - 4 a panel of interviewers, consisting of the direct supervisor, a person from the HR department and a union representative
- 29 A number of steps should be followed when a HRIS is developed. Which of the following activities do NOT form part of the design and development phase?
- 1 Modify and customise the initial system
 - 2 Develop procedures for distributed processing
 - 3 Implement independent, focused computer applications
 - 4 Develop a detailed project plan
- 30 Functional Job Analysis (FJA) is used to analyse what workers do on their jobs in relation to three work domains. What are the three domains?
- 1 things, data and people
 - 2 things, data and jobs
 - 3 people, functions and things
 - 4 functions, jobs and data

[TOTAL FOR SECTION A = 30 MARKS]

[TURN OVER]

10

2.2 Organisations in the 21st century are faced with several challenges due to the changing nature of work. Costs associated with absenteeism and turnover, together with decreased productivity and quality may create an imbalance between employees' needs and the organisation's goals. Discuss three (3) motivation-intensive approaches to job design that can be applied to help balance these conflicting needs and roles. (6)

