

HRM2605

(470542) October/November 2013

HUMAN RESOURCE MANAGEMENT FOR LINE MANAGERS

Duration : 2 Hours

70 Marks

EXAMINERS :

FIRST :

DR N FERREIRA

SECOND

MRS S ISMAIL

Closed book examination.

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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 the paper itself, 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 **Section B** please answer any **TWO (2)** of the **THREE (3)** questions
- 3 Read the instructions and questions in this paper carefully
- 4 Write legibly
- 5 Encircle the number of each question you complete in Section B on the cover of the examination paper in the column provided for this purpose See example below

Question No	1		2	
Section A				
Section B				
→ ①				
②				
3				

- 5 A page for rough work has been included for your convenience at the end of the exam paper

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 Nomvula Khumalo is an HR consultant of an internationally renowned telecommunications company in Silverton, Gauteng. The head office will soon be relocated to Lanseria, very close to the airport. Nomvula and her team of five subordinates have been tasked with ensuring that the physical environment of all staff members (approximately 100) is in order before the relocation takes place in June of this year. One of her plans is to install sound-proof windows to block out the noise from the airport which can easily distract the staff while they work. She also wants to make sure that the lighting is adequate with well-designed work areas. In addition, each staff member should have a chair that allows for comfortable posture which, as she already knows, has a great effect on productivity levels. In view of the above, what activity is Nomvula involved in?

- 1 robotics
- 2 total quality management
- 3 ergonomics
- 4 quality control

- 2 Liezel is a lecturer at a local further education and training (FET) college. She is undertaking research on the subject she will be lecturing in the upcoming year at the college. She knows a lot about the subject but wants to advance her knowledge in the field.

What is this type of research known as?

- 1 HR research
- 2 pure research
- 3 applied research
- 4 historical study

- 3 Maneke is a typist at a publishing firm. She feels very frustrated doing the same work day after day. After discussing her frustrations with her line manager, the line manager has agreed to add additional responsibilities of a more responsible nature to Maneke's current job. To which process does this refer?

- 1 job rotation
- 2 job scope
- 3 job design
- 4 job enlargement

- 4 Zameer is a successful project manager at a thriving company. The HR recruiter from a rival company called him on his cellphone to offer him a job with better working conditions, an increased salary and added benefits.

Which type of recruitment is the recruiter following here?

- 1 old-boy network
- 2 e-recruiting
- 3 pirating
- 4 job posting

- 5 Tracy Johnson has applied for a secretarial post at the head office of Fashion Fundi, an internationally recognised company that has retail stores all over the world. After successfully passing the preliminary interview, she is asked to complete an assessment centre process where one activity requires her to decide how to organise numerous letters and memorandums by priority, ask more information, delegate or make a decision regarding them

What is this process known as?

- 1 role-playing
- 2 leaderless group discussion
- 3 delivering speeches
- 4 in-basket technique

- 6 Nthabiseng recently complained to her supervisor that she is not being paid as well as her fellow workers and that the conditions under which she has to work are atrocious

Which factor of Herzberg's two-factor theory of motivation is applicable here?

- 1 hygiene
- 2 motivator
- 3 affiliation
- 4 power

- 7 Job stress is often caused by factors in the workplace. Organisations can implement policies and strategies to combat job stress Which of the following are such organisation policies or strategies?

- a preventive management
- b management by objectives
- c removing the cause of stress
- d extended leave of employees
- e maintaining a productive culture

- 1 a, b and d
- 2 c, d and e
- 3 a, b and e
- 4 b c and d

- 8 When trade unions are affiliated with each other to gain greater bargaining power, they become known as _____.

- 1 confederations
- 2 bargaining councils
- 3 trade union federations
- 4 workplace forums

- 9 Solomon Davids is a chef at Restful Nights Hotel He has been working there for a period of eight years and expects to be promoted to head chef in the near future. Solomon has taken part in many chef competitions and was second in line for the title of Masterchef South Africa He has also contributed significantly to improving the quality and presentation of the food that the hotel offers. Unfortunately, his supervisor, Mr Ferris, with whom he does not get along, is considering appointing an external applicant for the position of head chef Mr Ferris feels that the kitchen staff are incompetent and very lazy. He feels that some fresh blood will suit the position better

Which of the following are disadvantages of Mr Ferris employing an external candidate?

- a The individual's ability to fit in with the rest of the organisation is unknown
- b There will be unhealthy competition among the employees
- c It will destroy the incentive of current employees to strive for promotion
- d There will be an increased adjustment problem

- 1 a, b and c
- 2 a, b and d
- 3 b, c and d
- 4 a, c and d

- 10 The process of translating company goals as put forth in mission statements and company plans into HR objectives to ensure that the company is neither overstaffed nor understaffed and that employees with the appropriate talents, skills and desire are available to carry out their tasks in the right times, is known as _____

- 1 HR planning
- 2 strategic change
- 3 succession planning
- 4 strategic HR planning

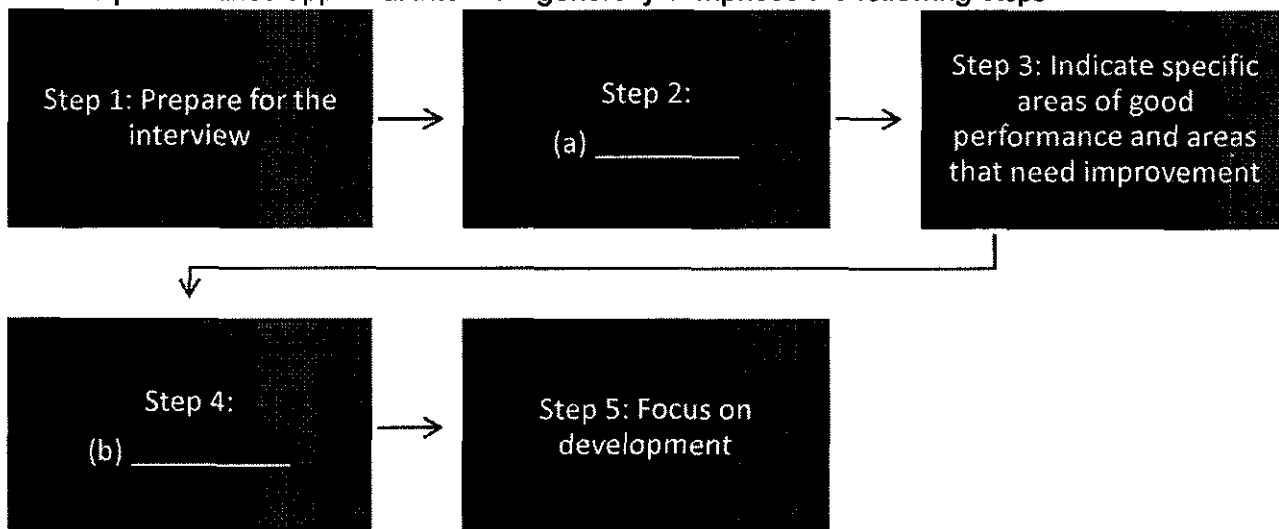
- 11 You are a shop steward who has been called upon to form part of the panel who will be interviewing potential candidates for the position of a receptionist. Select from the list below the most appropriate question for you to ask the candidates during the interview

- 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 them to the correct department?"

- 12 The manipulation of the content, functions and relationships of jobs in a way that both accomplishes organisational goals and satisfies the personal needs of individual job holders refers to _____

- 1 job enrichment
- 2 job enlargement
- 3 job specialisation
- 4 job design

- 13 The performance appraisal interview generally comprises the following steps



Please refer to the options below and choose the option that reflects the correct missing words in the steps above

- 1 (a) State the purpose of the interview, (b) Invite participation
- 2 (a) Introduce the parties to the interview, (b) Invite suggestions and comments
- 3 (a) State the purpose of the interview, (b) Discuss corrective steps
- 4 (a) Discuss the method used for appraisal, (b) Invite participation

14 What is the definition of a grievance strike?

- 1 It is a strike in which other unions agree to a work stoppage, not because of the actions of their own employer, but in support of other union members who are striking at other firms
- 2 This type of strike is forbidden in most countries and it takes place suddenly and without warning
- 3 When workers remain at work but refuse to work
- 4 It occurs when the union does not agree with the way management handles problems, for example, when they discipline an employee

15 Maya is the general manager at a medium-sized information technology (IT) company and she is conducting the yearly performance appraisals. She has given Vuyo, the technician, a very low performance rating even though his performance in all areas is very good. The reason for this low rating is because she is a proud supporter of the Sharks rugby team and Vuyo supports the Blue Bulls rugby team. Indicate the type of rater error that Maya is guilty of

- 1 strictness
- 2 central tendency
- 3 rater bias
- 4 recency effect

16 _____ is a process whereby people acquire capabilities to contribute towards the achievement of organisational goals, and _____ is the function whereby management preserves and enhances employees' competence in their jobs by improving their knowledge, skills, abilities and other characteristics

- 1 Training, performance management
- 2 Training, development
- 3 Development, strategic HR management
- 4 Instruction, performance management

17 The strategic HR planning (SHRP) process can be divided into various phases, namely

- 1 situation analysis, HR demand analysis, HR planning analysis and HR employee analysis
- 2 environmental analysis, political analysis, legislative analysis and management analysis
- 3 situation analysis, HR demand analysis, HR supply analysis and strategy development
- 4 environmental analysis, management analysis, HR supply analysis and strategy development

18 Which of the following is **not** an objective of orientation?

- 1 acquainting new employees with job procedures
- 2 identifying the basic responsibilities of the job
- 3 identifying employment barriers
- 4 acquainting new employees with the goals of the organisation

- 19 Which of the following are purposes of training and development (T&D) programmes?
- a T&D programmes advance personal relationships
 - b T&D programmes improve performance
 - c T&D programmes solve organisational problems
 - d T&D programmes resolve conflict among employees
 - e T&D programmes update employees' skills
- 1 a, b and c
 - 2 b, c and e
 - 3 c, d and e
 - 4 a, b and e
- 20 Reassignment of an employee to a lower job with less pay, involving fewer skills and responsibilities is known as _____
- 1 dismissal
 - 2 promotion
 - 3 demotion
 - 4 transfer
- 21 The following are advantages of behaviourally anchored rating scales (BARS) for use in performance appraisals, except for _____
- 1 setting clearer standards
 - 2 consistency and reliability
 - 3 providing feedback
 - 4 less accurate gauge
- 22 Giving applicants a more accurate picture of the job and the organisation during the interview, including the negative aspects, is called a _____
- 1 structured interview
 - 2 unbiased selection process
 - 3 job description
 - 4 realistic job preview
- 23 Monique, a clerk at a medium-sized law firm in Cape Town, specialises in conveyance cases. Her colleague Frederick, who started his clerkship on the same day as Monique and who specialises in divorce cases, has resigned because he wants to pursue a career in finance. The partners in the firm have decided that they cannot afford another clerk to do Frederick's work and that Monique should do both her own and Frederick's work. This is an example of which motivation intensive technique of job design?
- 1 job enlargement
 - 2 job rotation
 - 3 job enrichment
 - 4 job improvement

- 24 You are the HR manager of a new clothing factory and you are setting the objectives for the compensation system. What three aspects should be present if the organisation wants to motivate employees and encourage good performance?
- a peer criticism
 - b accurate performance evaluation
 - c performance rewards
 - d panel appraisal
 - e supervisor feedback
- 1 a, b and e
 - 2 b, d and e
 - 3 b, c and e
 - 4 a, c and d
- 25 As an HR specialist, one of the most significant tasks confronting your job is to design and implement a compensation system that will provide fair and equitable remuneration for all employees. Which of the following objectives would you set to effectively attain the goals of a compensation system?
- a attracting and retaining talented staff
 - b complying with legal regulations
 - c keeping employees content because promotion is not probable
 - d motivating employees to perform to the maximum of their capabilities
- 1 a, b and c
 - 2 b, c and d
 - 3 a, b and d
 - 4 a, c and d
- 26 Employees go through certain stages during their careers. At present Porciah Ndlovu is experiencing some anxiety and uncertainty over her performance potential and competency at work. She also requires a supportive and caring superior to assist her in becoming a more productive employee. Which career stage best characterises her current phase?
- 1 establishment
 - 2 advancement
 - 3 maintenance
 - 4 withdrawal
- 27 During your meeting with top management they agreed that an orientation programme is necessary in the college. They have placed you in charge of planning, designing and implementing an effective orientation programme for the college. What is the first thing that needs to be developed before the programme can be designed?
- 1 the budget for the development of the programme
 - 2 the orientation policy
 - 3 materials, facilities and personnel to be used
 - 4 job-related information
- 28 Jayshree is the HR manager of a large clothing store which needs a new stock control manager and a new floor manager. Top management of the store feel that they would rather employ an existing employee in a management position, seeing as this person would already know the culture of and systems in the store. The cost of recruitment and orientation will also be substantially lower. What is this type of recruitment called and what are the advantages of this type of recruitment?

- 1 **Internal recruitment** – *advantages* increased morale of employees, faster, less expensive and knowledge of personnel records
- 2 **External recruitment** – *advantages* applicant pool is bigger and new ideas reduce internal infighting
- 3 **Job posting** – *advantages* chain effect of promotion, increased morale of employees and minimises the Peter Principle
- 4 **Employee referral** – *advantages* knowledge of personnel records, faster, less expensive and minimises internal infighting

29 You are aware of the advantages of an effective orientation programme and you have scheduled a meeting with the college's top management to explain this to them and to plead with them to implement an orientation programme. Which of the following would you present to them as the advantages/benefits of an effective orientation programme?

An effective orientation programme can lead to _____

- a higher job satisfaction
- b lower labour turnover
- c joint decision making.
- d improved work-life balance
- e reduction in absenteeism
- f higher performance

- 1 a, b, c and d
- 2 b, c, d and e
- 3 c, d, e and f
- 4 a, b, e and f

30 Pre-employment testing is often used during the selection process. Two aspects of a test are important, namely reliability and validity. If a test measures what it says it measures and it corresponds with actual job performance, but its consistency of measurement over time is not accurate. How does it influence the reliability and validity?

- 1 high reliability and high validity
- 2 low reliability and low validity
- 3 high reliability and low validity
- 4 low reliability and high validity

[TOTAL FOR SECTION A = 30 MARKS]

SECTION B: ESSAY QUESTIONS (ANSWER ANY TWO (2) OF THE THREE (3) QUESTIONS)

Please note: Answer TWO of the three questions from this section in the space provided. Please use headings and subheadings and make sure that your handwriting is legible. Encircle the numbers of the questions you answer on the cover page of the examination paper. See example below:

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Question No	1	2
Section A		
Section B		
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Question 1

20

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1 1 Employee Assistance Programmes (EAPs) are designed to help employees overcome personal crises. It began 40 years ago when employers first began recognising the workplace-related problems associated with alcohol abuse. Today, they have a broader and more comprehensive approach to helping employees identify and solve their personal problems regardless of the cause. EAP professionals tend to agree on the components that are essential for a successful programme. List five of these essentials for an effective EAP and provide a brief explanation of each one. (10)



1 2 Melisha Mohammed has just completed her second year as a quality controller at Tasha's Shoe Factory. She joined the company as a machinist five years ago and because of her superior work and commitment, as well as many training and development opportunities provided by Tasha's Shoe Factory, she was promoted three years ago to her current position. Sue has the potential to improve her abilities and to move up the corporate ladder of Tasha's Shoe Factory provided that she receives the right amount of training and development to assist her in this process. She has decided to approach Laura Lane the HR manager to assist her in her training and development.

In light of the above scenario, identify and briefly discuss any five of the purposes of training and development (T&D) (10)

8

Question 2

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- 2 1 South Africa has a huge problem with unemployment. This unemployed labour force is highly diversified and lacks the necessary skills to make those affected employable. Which appropriate non-traditional recruitment strategies can employers utilise to recruit employees from this South African population? Briefly discuss these strategies (5)

5

2.2 On 11 November 1996, the Labour Relations Act 66 of 1995, which was signed by President Nelson Mandela on 13 December 1995, became law. For the first time in South Africa's history, employers, the labour movement and government sat down as joint social partners to negotiate this Act. Explain briefly what this Act means for both employers and employees in terms of each one's rights (10)



2.3 Your supervisor has heard that the latest job evaluation system in South Africa is the job appreciation system (JAS). He has heard people speaking about the many things that can be determined when using the JAS, including what a job is intended to achieve. He asks you to provide him with **five other** aspects aside from the one mentioned that can be determined when utilising the JAS (5)

5

Question 3

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- 3 1 Although job dissatisfaction has been linked with absenteeism and turnover in many studies, the relationship between job satisfaction and productivity remains controversial. Since morale and job satisfaction have been thought to be important determinants of employee productivity, absenteeism and turnover, managers have systematically used job-satisfaction surveys to analyse employee attitudes on important topics. Many factors contribute to employee job satisfaction.

Name and discuss the four elements that most surveyed employees reported they like best about their jobs (8)

[TURN OVER]

3 3 After endless months of searching for a job, Thembi finally got a legal assistant's post at a major legal firm in Sandton. At orientation, she was given a choice to belong to one of two unions if she chooses to do so. She knows nothing about trade unions or why it is even necessary to join one and so she comes to you for advice. List the reasons for Thembi why some people join a union and why others choose not to join one (8)



[TOTAL FOR SECTION B = 40 MARKS]

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CHECKLIST	✓
Did you complete all the multiple-choice questions?	
Did you complete all your personal particulars on the cover of the examination paper?	
Have you placed your completed mark-reading sheet in the examination paper?	
Have you encircled the numbers of the TWO questions you completed in Section B of the paper on the cover of the examination paper?	

[TURN OVER]

PART 1 (GENERAL/ALGEMEEN) DEEL 1

STUDY UNIT e.g. PSY100-X
STUDIE EENHEID by PSY100 X

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PAPER NUMBER
VRAESTELNOMMER

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INITIALS AND SURNAME
VOORLETTERS EN VAN

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DATE OF EXAMINATION
DATUM VAN EKSAMEN

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EXAMINATION CENTRE (E.G. PRETORIA)
EKSAMENSENTRUM (BY PRETORIA)

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STUDENT NUMBER
STUDENTENOMMER

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UNIQUE PAPER NO
UNIEKE VRAESTEL NR

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For use by examination invigilator
Vir gebruik deur eksamenopsiener

◆

IMPORTANT

- USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
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PART 2 (ANSWERS/ANTWOORDE) DEEL 2

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