

HRM2605 (496931)
RHR2605 (479630)

May/June 2015

HUMAN RESOURCE MANAGEMENT FOR LINE MANAGERS

Duration . 2 Hours

70 Marks

EXAMINERS :

FIRST
SECONDMS M VAN NIEKERK
MRS S WARNICH

Closed book examination

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This paper consists of 18 pages plus instructions for the completion of the mark reading sheet and an attendance register

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 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 Write legibly
- 4 Encircle the number of each question 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				

- 5 A page for rough work has been included for your convenience and use in the middle of the exam paper

[TURN OVER]

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 Janine is the HR director of a large auditing firm. She has called a meeting with all the line managers and the entire HR section of the firm to discuss the division of responsibilities of the strategic human resource planning (SHRP) process that she plans to implement within the next month. Which of the following are the responsibilities of the HR unit?
- a Identifying the HR strategies
 - b Designing the HR planning data systems
 - c Participating in the strategic planning process of the entire organisation
 - d Monitoring the HR plan to identify changes needed
 - e Integrating the HR plan with departmental plans
- 1 a, b and d
2 a, b and c
3 b, c and e
4 c, d and e
- 2 Tshepo is the HR manager of a company and he is busy with the annual performance appraisal process. He is an outcome-driven manager and is focussed on what was accomplished or produced rather than how it was accomplished or produced. On which type of performance criteria does he focus?
- 1 Trait-based criteria
 - 2 Behaviour-based criteria
 - 3 Results or outcome-based criteria
 - 4 Personality-based criteria
- 3 Brian is the HR manager of a medium-sized information technology (IT) company. The company wants to recruit an experienced software developer internally. What would the most suitable internal recruitment method be for this position?
- 1 Direct applications
 - 2 Employee referrals
 - 3 Job posting
 - 4 Advertising
- 4 Which of the following is **not** a purpose of training and development (T&D)?
- 1 Improved performance
 - 2 Managerial succession
 - 3 *Orienting new employees*
 - 4 Solving organisational problems
- 5 James is a shop assistant at a shoe store in Gauteng. As a result of his supervisor's resignation, he was approached by management to take on his supervisor's responsibilities in addition to his own shop assistant duties. This is an example of _____
- 1 job enlargement
 - 2 job enrichment
 - 3 job rotation
 - 4 a promotion

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- 6 Mashilo is a highly qualified lecturer at a large tertiary institution. He has a doctoral degree and he has published a number of articles in accredited journals. He is therefore an asset to the institution and they have long-term career goals in mind for him. He is however planning to resign because of inadequate compensation. To ensure that Mashilo does not leave the institution the HR manager must ensure that there is internal and external equity in terms of compensation. Which objective of the compensation system is applicable here?
- 1 Attract good/talented employees
 - 2 Retain good/talented employees
 - 3 Motivate employees
 - 4 Comply with legal requirements
- 7 Which of the following are purposes of job orientation?
- a To identify the basic responsibilities of the job
 - b To explain how the employee fits into the organisation
 - c To explain the goals, policies and procedures of the organisation to the employee
 - d To explain how the internal culture operates among groups and teams in the organisation
 - e To explain the importance of becoming socially involved in the organisation
- 1 a, b and d
 - 2 c, d and e
 - 3 a, b and c
 - 4 b, c and e
- 8 Job evaluation does not review the employees within a position but rather assesses the worth of the _____ to the organisation.
- 1 position
 - 2 job level
 - 3 person
 - 4 group/team
- 9 Job rotation, enlarged and enriched job responsibilities, job instruction training (JIT), coaching, mentoring and committee assignments are all _____ techniques
- 1 away-from-the-job
 - 2 developmental
 - 3 on-the-job
 - 4 instructional
- 10 Dineo is an industrial psychologist at an organisation in Centurion. She is conducting research to investigate workplace absenteeism. She is hopeful that she will be able to use the results immediately. This type of research is known as _____ research
- 1 HR
 - 2 applied
 - 3 pure
 - 4 basic
- 11 Sadika is the HR manager of a medium-sized manufacturing company. In an attempt to manage job stress, the company identifies potential problems that may become serious stressors and takes steps to reduce or eliminate them. The company uses surveys and employee/group interviews to obtain information. Which approach does the company follow with regards to the management of job stress?

[TURN OVER]

- 1 Preventive management
 - 2 Management by objectives
 - 3 Maintaining a productive culture
 - 4 Controlling the physical environment
- 12 Employees go through certain career stages during their careers. At present, Carol Khumalo is experiencing some anxiety and uncertainty over her performance potential and competency at work. She also requires a supportive and caring manager 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
- 13 Which incentive plan allows executives to buy a specified amount of stock in their company at or below the current market price?
- 1 Golden parachute
 - 2 Bold incentive
 - 3 Stock ownership plan
 - 4 Stock option plan
- 14 Andrew is a newly appointed HR director at the College of Agriculture in Port Elizabeth. He proposes to the board of directors that they should adopt an organisation-wide approach to service delivery that would focus on the quality of all the processes leading to the final product or service.
- What is this approach called?
- 1 Ergonomics
 - 2 Total quality management
 - 3 Robotics
 - 4 Quality assurance
- 15 Nthabiseng is the HR manager at Venter, Simelani & Partners and she is busy with the firm's annual performance appraisals. She is an experienced and objective rater, but in one case she has given her colleague Mark a high rating, because he won a very important case for the firm. However, she neglected to take into account that Mark's administration is a disaster and that he is always late for work. Which rater error is Nthabiseng guilty of?
- 1 Rater bias
 - 2 Halo effect
 - 3 Leniency
 - 4 Central tendency
- 16 Which type of interview makes use of a board of interviewers that questions and evaluates a single candidate?
- 1 Panel
 - 2 Structured
 - 3 Semi-structured
 - 4 Unstructured

[TURN OVER]

- 17 During your meeting with top management, they have decided that an orientation programme is necessary in the organisation. They have instructed you to take charge of the planning, designing and implementation of the orientation programme for the organisation. What is the first component 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 Material, facilities and personnel to be used
 - 4 Job-related information
- 18 A registered trade union has certain organisational rights. Which one of the following is **not** such an organisational right?
- 1 Joint decision-making rights in order to protect the employees
 - 2 Access to the workplace by office-bearers and officials of the union
 - 3 Union meetings at the workplace and balloting of union members
 - 4 Stop-order facilities and leave for trade union activities
- 19 Armani is the HR manager at a large production company. She has to implement a process of SHRP and wants to use a new and sophisticated technique for this process, only because her two friends, also working in HR in different companies in different sectors, are using SHRP. This technique however does not necessarily meet the specific needs of the production company. Which pitfall has Armani fallen into?
- 1 The identity crisis
 - 2 Lack of top management support
 - 3 Size of the effort
 - 4 The technique trap
- 20 Which phase of a T&D programme determines whether T&D participants actually learned new skills and attitudes as a result of the T&D programme?
- 1 Delivery
 - 2 Evaluation
 - 3 Follow-up
 - 4 Execution
- 21 Which of the following is **not** regarded as a common reason for the lack of effective orientation in organisations?
- 1 The supervisors responsible for orientation either lack the time or ability to fulfil this obligation.
 - 2 Wherever orientation programmes are introduced, the key components are lacking.
 - 3 Employees who are transferred or promoted within the organisation are also subjected to orientation programmes, which is unnecessary.
 - 4 Organisations regard effective recruitment, selection, training and development as substitutes for orientation.
- 22 What is the most important purpose of the performance appraisal interview?
- 1 To discuss future training and development needs
 - 2 To provide vocational guidance
 - 3 To discuss employee concerns
 - 4 To provide performance-related feedback

[TURN OVER]

- 23 Which of the following is **not** an essential element for an employee assistance programme (EAP) to be successful?
- 1 Awareness of the programme
 - 2 Confidentiality
 - 3 Voluntary participation
 - 4 Lenient disciplinary procedures
- 24 Vincent is the HR manager of a popular clothing manufacturing company. He and his team of HR officers are systematically investigating the tasks, duties and responsibilities associated with all the jobs within the company. Which process are Vincent and his team involved in?
- 1 Job analysis
 - 2 Job design
 - 3 Job enrichment
 - 4 Task analysis
- 25 When Sally went on maternity leave, her employer appointed a temporary employee to fill her position. When Sally returned after four months, she was informed that the new employee was to fill her position permanently and that there was no longer a position available for her. On what ground can Sally bring a case against her employer at the CCMA?
- 1 Unfair labour practice
 - 2 Automatically unfair dismissal
 - 3 Unfair dismissal
 - 4 Dismissal for operational reasons
- 26 Jacob is the HR director of Carnetics and Fatima has asked him for advice on the type of internal staffing strategy that she should use. He advised her to implement an internal staffing strategy where employees are placed in the position for which they are most qualified, because this approach is maximally responsive to the individual. Which type of internal staffing strategy is Jacob proposing?
- 1 Vocational guidance strategy
 - 2 Pure selection strategy
 - 3 Compromise staffing strategy
 - 4 Selection ratio strategy
- 27 The members and shop stewards of the representative trade union at a car manufacturing plant are on strike. The strikers feel that the management of the plant disciplined one of their members too harshly by suspending him without pay because he arrived late at work. What type of strike is this?
- 1 Economic strike
 - 2 Secondary strike
 - 3 Grievance strike
 - 4 Wildcat strike
- 28 Emma is a black woman living with a disability who grew up in a poor community in the Western Cape. She wants to apply for a training programme under the Adult Basic Education and Training (ABET) Scheme where she can learn basic writing and mathematics skills and job-specific instructions in order to become a skilled employee. Which type of non-traditional recruitment strategy would have to be followed in Emma's case?

[TURN OVER]

- 1 Telerecruiting
- 2 Career exhibitions
- 3 Disadvantaged training programmes
- 4 Learnerships/apprenticeships and mentoring programmes

29 The state of physical, mental and emotional exhaustion combined with doubts about one's competency and the worthiness of your work, is known as _____

- 1 job burnout
- 2 depression
- 3 job stress
- 4 alcoholism

30 Amanda moved from a typist to administrative officer position. Her new position has greater responsibility and authority and a higher salary. Which staffing option was exercised in Amanda's case?

- 1 Demotion
- 2 Promotion
- 3 Increase
- 4 Transfer

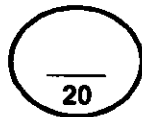
[TOTAL FOR SECTION A = 30 MARKS]

SECTION B - ESSAY QUESTIONS (COMPULSORY)

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:

Question No	1	2
Section A		
Section B		
①		
②		
3		

Question 1



← Students should not write in this space

1 1 Although job dissatisfaction has been linked to absenteeism and turnover in many studies, the relationship between job satisfaction and productivity remains controversial. Since morale and job satisfaction has 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 job satisfaction.

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

[TURN OVER]



[TURN OVER]

12 Damian is the HR manager of a sport supplies distribution company. He and his team of HR officers are systematically investigating the tasks, duties and responsibilities associated with all the jobs in the company. They are looking at the level of decision-making by employees, the skills employees need to do the job adequately, the autonomy of each job, and the mental effort required to perform each job. First, identify the process in which Damian and his team are involved in. Secondly, identify and discuss the two most common end products of this process.

(8)

8

Question 2

20

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2.1 The number of people involved in the implementation of the orientation programme normally depends on the size of the organisation. In smaller organisations the function is primarily the task of the employee's supervisor or manager, however, in larger organisations the following team of people are involved

- The supervisor
- The chair/head of department
- The HR department
- A "mentor" or "buddy"
- The shop steward/staff representative

Briefly discuss the role of each of these stakeholders in the orientation process (5)

5

[TURN OVER]

2 2 A temporary worker, who is an outstanding worker, wants to apply for a permanent position in your organisation. The supervisor supports the temporary worker's effort but is informed by the HR department that no internal recruitment, according to the policy, is allowed. What arguments can the supervisor use to convince HR of the benefits for the appointment of the current temporary worker? (5)



[TURN OVER]

2.3 Briefly define the following concepts

- Strategic human resource planning (SHRP)
- Training
- Recruitment
- Orientation
- Performance management

(5)



[TURN OVER]

- 2 4 The performance appraisal interview is an important step in the PA system because it provides performance-related feedback that can enhance the employee's performance and development. What can raters do to ensure that PA interviews are productive and helpful to both the employee and the organisation? (5)

3 2 Johanna is the HR manager of Micoffy, a coffee manufacturing company Johanna has determined that the employees of Micoffy are suffering from stress and burnout In order to implement employee health care programmes Johanna must first determine what stress and burnout is and what causes it Firstly, define the concepts "stress" and "burnout" Secondly, discuss five factors/stressors that cause stress and three factors/stressors that cause burnout. (10)



[TURN OVER]

3 3 John is a plumber and wants to join a trade union that specifically represents employees in the plumbing industry. You are a member of a registered trade union. Convince John to join a union by briefly discussing five of the reasons why he should join a union. (5)

Handwriting lines for the answer to question 3.3.

5

[TOTAL FOR SECTION B = 40 MARKS]

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CHECKLIST	
Did you complete all the multiple choice questions?	<input checked="" type="checkbox"/>
Did you complete all your personal particulars on the cover of the examination paper?	<input type="checkbox"/>
Have you placed your completed mark reading sheet into the examination paper?	<input type="checkbox"/>
Have you encircled the numbers of the TWO questions you completed in Section B of the paper on the cover of the examination paper?	<input type="checkbox"/>

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PART 1 (GENERAL/ALGEMEEN) DEEL 1

STUDY UNIT e.g. PSY100-X STUDE-EENHEID by PSY100-X		INITIALS AND SURNAME VOORLETTERS EN VAN	
PAPER NUMBER VRAESTELNOMMER		DATE OF EXAMINATION DATUM VAN EKSAMEN	
STUDENT NUMBER STUDENTENOMMER		EXAMINATION CENTRE (E.G. PRETORIA) EKSAMENSENTRUM (BY. PRETORIA)	
UNIQUE PAPER NO. UNIEKE VRAESTEL NR		<div style="border: 1px solid black; padding: 10px; text-align: center;"> For use by examination invigilator Vir gebruik deur eksamenopsiener ◆ </div>	
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| <p>IMPORTANT</p> <ol style="list-style-type: none"> 1. USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET 2. MARK LIKE THIS. 3. CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY 4. ENTER YOUR STUDENT NUMBER FROM LEFT TO RIGHT 5. CHECK THAT YOUR STUDENT NUMBER HAS BEEN FILLED IN CORRECTLY 6. CHECK THAT THE UNIQUE NUMBER HAS BEEN FILLED IN CORRECTLY 7. CHECK THAT ONLY ONE ANSWER PER QUESTION HAS BEEN MARKED 8. DO NOT FOLD. | <p>BELANGRIK</p> <ol style="list-style-type: none"> 1. GEBRUIK SLEGS 'N HB-POTLOOD OM HIERDIE BLAD TE VOLTOOL 2. MERK AS VOLG. 3. KONTROLEER DAT U VOORLETTERS EN VAN REG INGEVUL IS 4. VUL U STUDENTENOMMER VAN LINKS NA REGS IN 5. KONTROLEER DAT U DIE KORREKTE STUDENTENOMMER VERSTREK MET 6. KONTROLEER DAT DIE UNIEKE NOMMER REG INGEVUL IS. 7. MAAK SEKER DAT NET EEN ALTERNATIEF PER VRAAG GEMERK IS. 8. MOENIE VOU NIE |
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PART 2 (ANSWERS/ANTWOORDE) DEEL 2

1 (1) (2) (3) (4) (5)	36 (1) (2) (3) (4) (5)	71 (1) (2) (3) (4) (5)	106 (1) (2) (3) (4) (5)
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4 (1) (2) (3) (4) (5)	39 (1) (2) (3) (4) (5)	74 (1) (2) (3) (4) (5)	109 (1) (2) (3) (4) (5)
5 (1) (2) (3) (4) (5)	40 (1) (2) (3) (4) (5)	75 (1) (2) (3) (4) (5)	110 (1) (2) (3) (4) (5)
6 (1) (2) (3) (4) (5)	41 (1) (2) (3) (4) (5)	76 (1) (2) (3) (4) (5)	111 (1) (2) (3) (4) (5)
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9 (1) (2) (3) (4) (5)	44 (1) (2) (3) (4) (5)	79 (1) (2) (3) (4) (5)	114 (1) (2) (3) (4) (5)
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11 (1) (2) (3) (4) (5)	46 (1) (2) (3) (4) (5)	81 (1) (2) (3) (4) (5)	116 (1) (2) (3) (4) (5)
12 (1) (2) (3) (4) (5)	47 (1) (2) (3) (4) (5)	82 (1) (2) (3) (4) (5)	117 (1) (2) (3) (4) (5)
13 (1) (2) (3) (4) (5)	48 (1) (2) (3) (4) (5)	83 (1) (2) (3) (4) (5)	118 (1) (2) (3) (4) (5)
14 (1) (2) (3) (4) (5)	49 (1) (2) (3) (4) (5)	84 (1) (2) (3) (4) (5)	119 (1) (2) (3) (4) (5)
15 (1) (2) (3) (4) (5)	50 (1) (2) (3) (4) (5)	85 (1) (2) (3) (4) (5)	120 (1) (2) (3) (4) (5)
16 (1) (2) (3) (4) (5)	51 (1) (2) (3) (4) (5)	86 (1) (2) (3) (4) (5)	121 (1) (2) (3) (4) (5)
17 (1) (2) (3) (4) (5)	52 (1) (2) (3) (4) (5)	87 (1) (2) (3) (4) (5)	122 (1) (2) (3) (4) (5)
18 (1) (2) (3) (4) (5)	53 (1) (2) (3) (4) (5)	88 (1) (2) (3) (4) (5)	123 (1) (2) (3) (4) (5)
19 (1) (2) (3) (4) (5)	54 (1) (2) (3) (4) (5)	89 (1) (2) (3) (4) (5)	124 (1) (2) (3) (4) (5)
20 (1) (2) (3) (4) (5)	55 (1) (2) (3) (4) (5)	90 (1) (2) (3) (4) (5)	125 (1) (2) (3) (4) (5)
21 (1) (2) (3) (4) (5)	56 (1) (2) (3) (4) (5)	91 (1) (2) (3) (4) (5)	126 (1) (2) (3) (4) (5)
22 (1) (2) (3) (4) (5)	57 (1) (2) (3) (4) (5)	92 (1) (2) (3) (4) (5)	127 (1) (2) (3) (4) (5)
23 (1) (2) (3) (4) (5)	58 (1) (2) (3) (4) (5)	93 (1) (2) (3) (4) (5)	128 (1) (2) (3) (4) (5)
24 (1) (2) (3) (4) (5)	59 (1) (2) (3) (4) (5)	94 (1) (2) (3) (4) (5)	129 (1) (2) (3) (4) (5)
25 (1) (2) (3) (4) (5)	60 (1) (2) (3) (4) (5)	95 (1) (2) (3) (4) (5)	130 (1) (2) (3) (4) (5)
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27 (1) (2) (3) (4) (5)	62 (1) (2) (3) (4) (5)	97 (1) (2) (3) (4) (5)	132 (1) (2) (3) (4) (5)
28 (1) (2) (3) (4) (5)	63 (1) (2) (3) (4) (5)	98 (1) (2) (3) (4) (5)	133 (1) (2) (3) (4) (5)
29 (1) (2) (3) (4) (5)	64 (1) (2) (3) (4) (5)	99 (1) (2) (3) (4) (5)	134 (1) (2) (3) (4) (5)
30 (1) (2) (3) (4) (5)	65 (1) (2) (3) (4) (5)	100 (1) (2) (3) (4) (5)	135 (1) (2) (3) (4) (5)
31 (1) (2) (3) (4) (5)	66 (1) (2) (3) (4) (5)	101 (1) (2) (3) (4) (5)	136 (1) (2) (3) (4) (5)
32 (1) (2) (3) (4) (5)	67 (1) (2) (3) (4) (5)	102 (1) (2) (3) (4) (5)	137 (1) (2) (3) (4) (5)
33 (1) (2) (3) (4) (5)	68 (1) (2) (3) (4) (5)	103 (1) (2) (3) (4) (5)	138 (1) (2) (3) (4) (5)
34 (1) (2) (3) (4) (5)	69 (1) (2) (3) (4) (5)	104 (1) (2) (3) (4) (5)	139 (1) (2) (3) (4) (5)
35 (1) (2) (3) (4) (5)	70 (1) (2) (3) (4) (5)	105 (1) (2) (3) (4) (5)	140 (1) (2) (3) (4) (5)

Specimen only