FINAL %	

UNISA university of south africa

HRM2605 *(Unique number 479298)*

October/November 2016

HUMAN RESOURCE MANAGEMENT FOR LINE MANAGERS

STUDENT NUMBER									

IDENTITY NUMBER												

FOR USE BY EXAMINATION INVIGILATOR

Question no	Marks* Examiners 1		2	
Section A*				
Section B				
1				
2				
3				
Total for Section B				
Total for paper				

Module

Number of paper

Date of examination

Examination centre

Please note that the mark for Section A, the total for the paper and the final mark will not be written on the paper although all these components as well as the year mark (if applicable) will be taken into account

WARNING

1 A candidate who without authorisation takes into the examination venue any book, document or object which could assist him in the examination, and does not hand over such material to the invigilator before the official commencement of the examination, will be guilty of infringing the University's examination regulations and will be liable to punishment as determined by Council

2 Rough work may be done only on the examination question paper and must be labelled as such see insert at the end of the paper

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NB PLEASE COMPLETE THE ATTENDANCE REGISTER ON THE BACK PAGE, TEAR OFF AND HAND TO THE INVIGILATOR

UNIVERSITY EXAMINATIONS

UNIVERSITEITSEKSAMENS

UNISA university of south africa

HRM2605 (479298) October/November 2016

HUMAN RESOURCE MANAGEMENT FOR LINE MANAGERS

Duration 2 Hours 70 Marks

EXAMINERS
FIRST MRS M DU PLESSIS
SECOND MS M SUKDEO

Closed book examination

This examination question paper remains the property of the University of South Africa and may not be removed from the examination venue

This paper consists of 24 pages including instructions for the completion of the mark reading sheet and an attendance register

INSTRUCTIONS

1 This examination paper consists of two sections, section A and section B
2 **Section A** must be completed in pencil on the mark reading sheet The mark reading sheet must be handed in together with your examination paper
3 **Section B** must be completed in the examination paper in the space provided Answer **two** of the three questions from section B in the space provided Please use headings and subheadings and make sure that your handwriting is legible
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				

Note: Only two questions will be marked. If you answered three questions, only your first two will be marked.

5 A page for rough work has been included for your convenience and use in the middle of the exam paper Rough work will not be marked
6 Please write legibly
7 Define all the concepts in your answers and read the questions carefully

[TURN OVER]

SECTION A – MULTIPLE-CHOICE QUESTIONS

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

1 Which of the following is **not** a non-traditional recruitment strategy which can be applied by organisations in order to increase the diversity of their workforce?

1 telerecruiting
2 career exhibitions
3 learnerships/apprenticeships
4 job posting

2 Jason is an accountant in the finance department After three years and an extra qualification, he is promoted to head of the debt collection section Should Jason receive orientation for his new position? Why should he or why should he not?

1 Yes, he should When an employee has been promoted or transferred within an organisation, he/she should receive orientation because the new position usually involves a change of environment and duties
2 No, he should not Jason has been working for the organisation for three years and knows how the organisation works
3 Yes, he should Jason needs training for the new position
4 No, he should not He is not a new employee – only new employees receive orientation

3 Which of the following are the reasons why an organisation has to design and implement a successful internal staffing programme?

a employee dissatisfaction
b increasing unemployment
c increasing concerns about job security
d employee turnover and absenteeism
e changing employee attitudes and concerns

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

4 Farzana is a training and development (T&D) consultant and she has been contracted to design a T&D programme for a group of marketing and branding interns at a new and upcoming marketing house The purpose of the T&D is team building, creative thinking (creating out-of-the-box ideas and concepts) and using the latest technology Which of the following three training methods would be appropriate for this task?

a role-play
b wilderness training
c lecture
d case study
e technology-based systems

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

5 What are programmes called which are designed to help employees to overcome their personal problems which range from substance abuse, stress and burnout to family and financial problems as well as emotional well-being?

1 career improvement programmes
2 employee development programmes
3 employee assistance programmes
4 support and development programmes

6 "The process through which the goals a company sets itself, as put forth in its mission statement and company plan, are translated into HR objectives to ensure that the company is neither over- nor understaffed, that employees with the appropriate talents, skills and desire are available to carry out their tasks in the right jobs at the right times"

Which HR concept is defined in the citation above?

1 strategic human resource planning
2 human resource planning
3 human resource management
4 succession planning

7 Nomhlanhla is the safety officer at A–Z Waste Management Services Nomhlanhla wants to implement a safety incentive programme in the organisation She needs to tell the operations manager of all the benefits of such a programme in order to go ahead with implementation Which of the following are benefits of a safety incentive programme that she can point out to him?

a a reduction in insurance premiums
b a reduction in related legal expenses
c savings in salaries/wages and benefits paid to injured employees
d less overtime and training of new employees to replace injured employees
e greater productivity

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

8 Kaiden was moved from shop assistant to general manager after he had worked in the shop for five years and had proved his loyalty and skill His position as general manager means more responsibility and a higher salary Which internal staffing move took place in this scenario?

1 promotion
2 demotion
3 transfer
4 lay-off

9 Daniel is a truck driver for Moodley Brothers Transport His employment contract stipulates that driving while under the influence of alcohol or drugs constitute a criminal offence, and that employees who are guilty of this will be dismissed After driving stock from Johannesburg, Daniel arrived in Nelspruit reeking of alcohol He was obviously drunk On what grounds may he be dismissed?

1 operational requirements
2 poor work performance
3 incapacity
4 misconduct

10 Brandon is the HR manager of a large clothing store which needs a new stock control manager and floor manager Top management feel that they would rather appoint existing employees in these management positions, seeing that they already know the culture and systems of the store The cost of recruitment and orientation will also be substantially lower What is this type of recruitment called and what are its advantages?

1 ***internal recruitment*** – advantages improved morale among employees, faster, less expensive, and knowledge of personnel records
2 ***external recruitment*** – advantages applicant pool is bigger and new ideas reduce infighting
3 ***job posting*** – advantages chain effect of promotion, improved morale among employees and minimisation of the Peter principle
4 ***internal recruitment*** – advantages knowledge of personnel records, it is faster, less expensive and it minimises infighting

11 Vusi has been appointed as the T&D manager of a large financial organisation His first task is to develop a proper T&D system as the previous HR manager did not keep any records and T&D was not administered or controlled in an appropriate and cost-effective way What is the first thing that Vusi needs to do in the development of a T&D system?

1 planning
2 determine the budget
3 strategic alignment
4 needs assessment

12 Claire is a clerk at a law firm in Cape Town In order to increase her skills, her manager developed a programme to allow her to obtain exposure from all the departments in the firm, namely labour law, family law and criminal law Which job design approach is applicable to this scenario?

1 job enlargement
2 job enrichment
3 job rotation
4 job evaluation

13 Johnny is a highly skilled legal advisor and he is looking for a position in a large financial institution He wants a competitive income and therefore he compares the packages that different organisations offer, which include a salary and benefits Which important objective of a compensation system is relevant here?

1 Attract good/talented employees
2 Retain good/talented employees
3 Motivate employees
4 Comply with legal requirements

14 Which of the following is **not** a benefit of successful career management?

1 creating staffing inventories
2 solving staffing problems
3 satisfying employee needs
4 improved performance

15 Which of the following are examples of acceptable questions that can be asked during a structured interview?

a Describe how you handle the department's finances in your current job
b Are you married and do you have children?
c Describe the steps you would take to reduce absenteeism among your employees
d How do you handle conflict in the workplace?
e How do you feel about religion in the workplace?

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

16 Gordon was appointed as a junior recruitment consultant at Joe's Recruitment Agency During the interview Gordon was honest and told the interviewers that he did not have any recruitment experience They assured him that he would be trained thoroughly After three months Gordon had not received any training, and his manager called him in to give him a written warning about his poor work performance Of which labour relations conduct is Gordon's employer guilty of?

1 unfair treatment
2 automatically unfair labour conduct
3 unfair labour practice
4 dismissal due to incapacity

17 Mr Sakela is the HR manager of XYZ Company and he is busy with the yearly performance appraisal process He is a people's person who focusses on the personal characteristics of an employee, for example, loyalty, dependability, creativity and communication skills To him, what a person is is more important than how well he or she performs at work Which type of performance criteria does he focus on?

1 trait-based criteria
2 behaviour-based criteria
3 results- or outcome-based criteria
4 personality-based criteria

18 Kgala is a forklift driver at a large warehouse His compensation is determined by a schedule of pay grades and he is paid at an hourly rate This makes it easier when Kgala works overtime or weekends His hours are calculated by a clocking system and he is paid accordingly Which pay system is used in Kgala's case?

1 time-based system
2 employee-/person-based system
3 performance-based system
4 incentive-based system

19 Which one of the following is **not** a common pitfall in strategic human resource planning (SHRP)?

1 identify crises
2 top management support
3 coordination with other functions
4 personal problems and conflict

20 Vincent is a truck driver and wants to join a trade union that specifically represents employees in the transport industry Which union will Vincent join?

1 industry trade union
2 craft/occupational trade union
3 general or conglomerate trade union
4 white-collar trade union

21 Sarah was appointed as a debtor's clerk at a grocery store She has been performing below standard, messing up her debt recovery and making serious calculation errors You are the general manager of the grocery store and want to determine what the reasons for Sarah's poor performance are The first step in this process of performance analysis would be to define employee expectations What would the second step be?

1 identifying her personal circumstances
2 identifying her performance barriers
3 identifying the causes of her poor performance
4 identifying her working relations

22 Which of the following are important purposes of onboarding and orientation?

a The basic responsibilities of the job must be identified
b The employee needs to know how he/she fits into the organisation
c Employees must understand the goals, policies and procedures of the organisation
d Employees must understand how the internal culture operates in groups and teams
e The importance of becoming socially involved in the organisation must be emphasised

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

23 The Shakers is a moving team in The Moving Company The company has ten moving teams, each with a unique name and team leader The company's compensation system is structured in such a way that each team is rewarded for the amount of moves that they do If they do more than what is expected of them, the whole team gets an incentive Which type of performance-based pay system is used in The Moving Company?

1 individual incentive plan
2 piece-rate system
3 organisational incentive plan
4 team-based incentive system

24 Kabelo has been tasked to look at the newly-appointed typist's work station His supervisor indicated that the employee's posture (back and hand) and the environment need to be taken into consideration What has Kabelo been asked to investigate?

1 robotics
2 total quality management (TQM)
3 ergonomics
4 the work environment

25 Jenna is the HR manager of a manufacturing company in Gauteng She wants to evaluate the current policies, programmes and activities in the organisation in order to identify and eliminate HR problems in these areas What type of research should Jenna conduct?

1 applied research
2 basic research
3 a historic study
4 HR research

26 Alexandra is doing performance appraisals She has given Mary a high rating because she arrives at work early every day and makes coffee for the whole office But Alexandra has not taken into account that Mary often misses deadlines and that her work is below standard Which rater error is Alexandra guilty of?

1 rater bias
2 halo effect
3 leniency
4 central tendency

27 Linda, who is an extremely hard worker, has been employed at Smart Trade for nearly ten years She has moved up the corporate ladder and she now holds a managerial position in which she is responsible for retail outlets in three provinces in South Africa Linda's manager, Angie, has recently noticed that Linda does not seem happy She calls Linda to her office and Linda tells her that she is depressed She works hard every day, but it feels like nothing she does is worthwhile Linda states that she will never be able to achieve the new target of a 6,3 million turnover Over and above her recent struggle with lung infection, Linda also suffers from headaches Her manager noticed that lately she drinks too much coffee and takes regular smoke breaks From which condition does Linda suffer?

1 burnout
2 job stress
3 anxiety
4 depression

28 Which of the following is **not** regarded as a common reason for the lack of effective orientation in organisations?

1 The supervisors responsible for the task lack either the time or the ability to fulfil this obligation
2 Where 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

29 Donny is the manager of the production section in a large warehouse He is informed by the general manager that he needs to report on the T&D needs within his section What other responsibilities does he have as a line manager with regard to T&D?

a provide technical information
b co-ordinate T&D efforts
c monitor T&D needs
d conduct and monitor continuing on-the-job T&D
e prepare skill T&D materials

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

30 William is the HR manager of a large consulting firm in Johannesburg He and his team of HR officers and line managers are systematically investigating the tasks, duties and responsibilities associated with all jobs within the firm They look at the level of decision-making by employees, the skills needed to do a job adequately, the autonomy of each job, and the mental effort required to perform each job What process is William and his team involved in?

1 job analysis
2 job design
3 job enlargement
4 job evaluation

[TOTAL FOR SECTION A = 30 MARKS]

SECTION B - ESSAY QUESTIONS

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				

Note: If you answer all three questions only the first two will be marked.

Question 1 ___ 20 **← Students should not write in this space**

Read the following scenario and then answer the questions that follow

Jack is a 35-year-old male who has been working as an advertising manager at Prime Media for the past eight years Jack is responsible for planning and preparing advertising and promotional material to increase the sales of his clients' products and/or services He reports directly to the CEO Jack works with approximately 15 subordinates who are all university graduates In the past few months Jack has become frustrated and irritable because of a few graphic designers that were appointed some nine months ago He feels that they are still unsure of their duties and responsibilities, that they are unfamiliar with the procedures, and that they are unable to meet the deadlines that he sets for them After confronting Lindsay (a designer) for the umpteenth time about her inability to meet deadlines and think outside the box, Jack schedules a meeting with Marjorie, the HR manager of Prime Media

In the meeting Jack informs Marjorie that he is dissatisfied with the newly appointed employees In addition, he thinks that there is a serious problem with the company's recruitment and screening process because none of the employees that they have appointed meet the criteria that he set in the advertisement He further complains that he is losing clients because of the designers' inability to do their work properly As a result, he has been working long hours and over weekends to redo their sloppy work He is physically, mentally and emotionally exhausted and fed up with the situation

Questions

1 1 Which two documents should Marjorie use as her reference to ensure that the correct information about the job is included in the job advertisement? She has to ensure that potential applicants are sufficiently informed of the duties and responsibilities, and skills and qualifications for the job they are applying for Briefly discuss these two documents (4)

4

1 2 In which HR function should Marjorie engage to obtain the information about the content, context and human requirements of a particular job as mentioned in question 1 1? (1)

1 3 After reviewing the recruitment and selection process, Marjorie discovers that the advertisement that was placed in the newspaper and on their website does not meet the requirements of a well-developed advertisement Discuss the questions that should be asked when compiling a successful advertisement (4)

4

1 4 Marjorie also discovers that a number of important steps were skipped in the selection process Briefly discuss the steps that Prime Media should follow to ensure that the individual best suited for the position is chosen from the group of applicants (6)

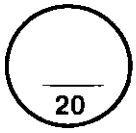
6

1 5 Identify and briefly discuss the health condition that Jack suffers from because of the situation at work (5)

5

[TURN OVER]

Question 2



← **Students should not write in this space**

2 1 Amanda, a human resource officer at a large mining company in South Africa, is asked to ensure that the company's goals are translated into HR objectives and that the company is neither over- nor understaffed so that the right employees with the appropriate talents, skills and desire are available to carry out their tasks in the right jobs at the right time She is, however, unsure of her role in this process and where to source "the right people" from Amanda approaches you for guidance Assist her by first explaining her role in the SHRP process Secondly, explain to her which labour market sources, in other words the people most available for recruitment, she should consider to recruit top candidates (10)

10

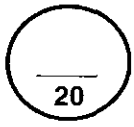
2 2 You are the new HR manager of a retail store Staff turnover in the store has been high during the last five years and after investigating the causes of that, you find that 60% of staff left because they did not see a future for themselves in the store When vacancies arose at supervisory and management level, these were always filled with candidates recruited from outside the store This was because the owner feels that new blood contributes to creativity and the ability to adapt to changes in the environment You want to introduce an internal staffing strategy, where employees are promoted rather than recruited from outside the organisation, and have to convince the owner that it will be beneficial You must also come up with an internal staffing strategy and get her buy-in to ensure its success Develop a presentation in which you explain the advantages of an internal staffing strategy for the organisation (5)

5

2 3 You are the newly-appointed branch manager of a large law firm in Johannesburg When new employees are appointed, they are not put through any orientation or onboarding programme The directors of the firm pay no attention to new employees who are expected to start working immediately and to produce outputs You feel that this is not the way to treat new employees and you are also aware of the benefits that an orientation and onboarding programme can have for the employees and the firm You have decided to discuss this issue with the directors at the next branch meeting In preparing your notes, write down the benefits of having an effective orientation and onboarding programme (5)

5

Question 3



← **Students should not write in this space**

3 1 Sadika is the HR manager of a large production company in South Africa She has had numerous complaints from line managers that the employees' work is not of the required performance standard and that they are damaging the organisation's reputation by making costly mistakes There is no system in place to determine the level of the employees' performance and to establish in which areas of their performance they are lacking and why Identify which system/process needs to be put into place and also discuss the steps in the development of such a system (8)

8

3 2 You are the training manager of an organisation that manufactures steel products The production manager has been complaining for the past six months that employee morale has declined in the production department, which has led to a decline in production standards He has now requested that all production staff be sent on a motivational course You do not believe that a motivational course will improve the morale or productivity of the employees since very little training and development was conducted in the production department in the past two years Explain to the production manager the purposes of training and development (6)

6

3 3 Jackie is a lecturer at a college in Cape Town and wants to join a trade union that represents specifically employees in the higher-education sector You are a member of a registered trade union and find it beneficial Convince Jackie to join a trade union by briefly discussing six (6) reasons why she should (6)

6

[TOTAL FOR SECTION B = 40 MARKS]

CHECKLIST	✓
Did you complete all your personal particulars on the cover of the examination paper?	
Did you complete all the multiple choice questions?	
Have you placed your completed mark reading sheet into 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?	

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ROUGH WORK (Will not be marked)

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EXAMINATION MARK READING SHEET — EKSAMEN-MERKLEESBLAD

PART 1 (GENERAL/ALGEMEEN) DEEL 1

STUDY UNIT e.g. PSY100-X / STUDIE EENHEID bv. PSY100-X — 1

PAPER NUMBER / VRAESTELNOMMER — 2

INITIALS AND SURNAME / VOORLETTERS EN VAN — 3

DATE OF EXAMINATION / DATUM VAN EKSAMEN — 4

EXAMINATION CENTRE (E.G. PRETORIA) / EKSAMENSENTRUM (BV. PRETORIA) — 5

STUDENT NUMBER / STUDENTENOMMER — 6 — 7

UNIQUE PAPER NO / UNIEKE VRAESTEL NR — 8 — 9

For use by examination invigilator

Vir gebruik deur eksamenopsiener

IMPORTANT

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

BELANGRIK

1. GEBRUIK SLEGS 'N HB POTLOOD OM HIERDIE BLAD TE VOLTOOI
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 HET
6. KONTROLEER DAT DIE UNIEKE NOMMER REG INGEVUL IS
7. MAAK SEKER DAT NET EEN ALTERNATIEF PER VRAAG GEMERK IS
8. MOENIE VOU NIE

PART 2 (ANSWERS/ANTWOORDE) DEEL 2 — 10

Specimen only

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