

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

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

[TURN OVER]

- 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

[TURN OVER]

- 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]

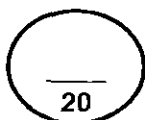
SECTION B - ESSAY QUESTIONS

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



← 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.

[TURN OVER]

