UNIVERSITY EXAMINATIONS

UNIVERSITEITSEKSAMENS

UNISA university of south africa

HRM2605 (495578) May/June 2016

HUMAN RESOURCE MANAGEMENT FOR LINE MANAGERS

Duration 2 Hours 70 Marks

EXAMINERS
FIRST MRS M VAN NIEKERK
SECOND MS M SUKDEO

Closed book examination.

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This paper consists of 26 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

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 Aubrey is the line manager of Vusi's clothing store in Mamelodi Vusi wants to open another branch in Watloo and he requested Aubrey to do strategic human resource planning (SHRP) to ensure that they address their future needs Therefore, he should assess previous employee characteristics and review labour market information In which phase of the SHRP process is Aubrey currently?

1 Forecasting demand
2 Forecasting supply
3 Succession planning
4 Environmental analysis

2 If Aubrey (in question 1) gathers information about other organisations' HR policies and procedures, as well as developments and new organisations in the labour market, in which phase of the SHRPP would he be?

1 Succession planning
2 Foresting demand
3 Forecasting supply
4 Environmental analysis

3 Barney has been working as 'n picker and packer in a steel factory for 25 years Recently, the position of picking and packing supervisor became vacant, and Barney has been promoted to this position What is the ground on which Barney was most probably promoted?

1 Experience
2 Performance
3 Seniority
4 Skills and expertise

4 What is the process of evaluating how well employees perform their jobs when compared to a set of standards, and then communicating that information to employees known as?

1 Promotion management
2 Performance appraisal
3 Performance management
4 Incentive management

5 Employee assistance programmes (EAPs) are designed to help employees overcome personal problems ranging from substance abuse to stress and burnout, as well as family and financial problems Which of the following is **not** an essential for an effective EAP?

1 Confidentiality
2 Employee support
3 Voluntary participation
4 Insurance coverage

6 Fatima is the HR director of a large auditing firm She has called a meeting with all the managers and the entire HR section of the firm to discuss the division of responsibilities of the SHRPP 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 for 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

7 Sara and Megan can follow various approaches towards internal staffing One of these approaches is promotion, which not only entails the upward internal movement of an employee, but usually also involves greater responsibility and authority, and an increased salary and benefits Which one of the following are **not** valid criteria that can be used when deciding about which candidates to promote?

1 Seniority
2 Performance
3 Assessment centre
4 Leadership

8 Simon is the owner of a manufacturing company in Gauteng He believes that his organisation needs "new blood" and wants the HR department to start an external recruitment drive to appoint a number of new employees You are the HR manager and want to draw his attention to the advantages of internal recruitment Which of the following is **not** an advantage of internal recruitment?

1 It increases the morale of current employees
2 It uses knowledge of the person and employee records
3 It makes chain of effect of promotion possible
4 It provides a bigger applicant pool

9 JIT Incorporated has decided to reduce their number of employees due to huge financial losses suffered during unprotected strikes that took place What process is JIT implementing?

1 Reduction
2 Dismissal
3 Retrenchment
4 Layoff

10 In the HRM field, interviews are used for a number of purposes In which instances can an interview be of value during the job analysis process?

a When the purpose of job analysis is to identify training needs
b When the job analyst has to clear up confusion about a job
c When the purpose of the job analysis is to set performance appraisal standards

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

11 Which of the following is regarded as some of the interrelated factors or stressors and consequences that cause stress?

a Pressure at work
b Not enough social interaction
c Burnout
d An inability to organise and manage your time and work effectively
e Too high standard of living or working

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

12 Lesiba is a line manager at Joel Construction. He dislikes conducting annual performance appraisals and giving employees feedback on their performance because it makes him uncomfortable As a result, he will give high ratings to all the employees even when they are underperforming Which rater error is Lesiba guilty of?

1 Central tendency
2 Leniency
3 Halo effect
4 Stereotyping

13 Catherine is the HR manager of a medium-sized organisation The organisation wants to recruit an experienced administrative assistant internally What is the most popular method of internal recruitment?

1 Direct applications
2 Employee referrals
3 Job posting
4 Advertising

14 Which of the following are important signs that a person may be on their way to burnout?

a They are exhausted once every week
b They experience every second day as a bad day
c Their caring about their work or life at home feels like a waste of energy or too much
d They spend large parts of their day doing tasks that they experience as boring or overwhelming
e They feel like nothing they do really makes a difference

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

15 The line managers at Design It! are busy with the annual performance appraisals Donna is an outcome-driven manager and is focussed on what was accomplished or produced rather than how it was accomplished or produced Which type of performance criteria is she focussed on?

1 Trait-based criteria
2 Behaviour-based criteria
3 Results or outcome-based criteria
4 Personality-based criteria

16 Jarome is a spot welder on a production line He works a ten-hour shift, four days a week He basically spends his days standing in one place applying welds to two specific locations on the product as it moves down the line However, every other week, he gets to move off the line to work in the maintenance department and tool shop where his tasks are varied and the environment is a bit more comfortable Identify the job design approach in the scenario

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

17 What is the term that has normally been associated with the methods and activities designed to enhance the skills of managers or future managers called?

1 Management advancement
2 Management assessment
3 Management development
4 Management training

18 The SAPS advertised the position of station commander for a police station in Johannesburg In the advertisement it specified that this is an affirmative action position, thus members from designated groups would be advantaged for the position The reason for this is because according to the SAPS's employment equity targets, they needed to appoint members of designated groups Is this unfair discrimination? Choose the option below with the most correct answer

1 No, organisations can discriminate on the basis of race and gender
2 No, it is discrimination, but it is fair discrimination to advance previously disadvantaged individuals
3 Yes, an organisation may not discriminate on the basis of gender or race, unless it is an inherent job requirement or to advance affirmative action targets – which is not the case in this situation
4 No, an organisation may discriminate on the basis of gender or race, if it is an inherent job requirement or to advance affirmative action targets – which is the case in this situation

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

1 Planning
2 Determine the budget
3 Strategic alignment
4 Needs assessment

20 Naadjia Katodia is the newly appointed HR manager at Asic Muzic, a music-producing company The first thing that Naadjia noticed is that there is no existing orientation programme for new employees in the company They are just expected to start working on their first day Naadjia has decided to plan, design and implement an orientation programme seeing that the organisation is rapidly growing and new employees are starting almost every month Which of the following are important planning considerations that Naadjia needs to remember when designing an orientation programme?

a Orientation policy
b Teams and groups in the organisation
c Materials, facilities and personnel to be used
d Organisational strategic goals
e Budget

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

21 Identify the concept that is defined in the following quotation "The board of directors at ABC Trading have concluded a collective agreement with the representative trade union in the organisation which requires all employees covered by the agreement to be members of the trade union "

1 Agency shop agreement
2 Closed shop agreement
3 Union agreement
4 Membership agreement

22 James is the newly appointed HR director at ABC bank in Cape Town He proposes to the board of directors that they should adopt an organisation-wide approach 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

23 The members and shop stewards of the representative trade union at a car manufacturing plant are going on strike, because they feel that the management of the plant disciplined one of their members too harshly by suspending him without pay What type of strike is this?

1 Economic strike
2 Secondary strike
3 Grievance strike
4 Wildcat strike

24 Which of the following is **not** a purpose of training and development (T&D)?

1 Improved performance
2 Orienting new employees
3 Managerial succession
4 Solving organisational problems

25 Miranda is a newly appointed debtor's clerk at a pharmaceutical company Miranda and her employer both have certain unwritten expectations about the employment relationship Miranda expects her employer to treat her with dignity and respect, to pay her a reasonable remuneration and to provide her with a challenging, but fair workload In turn, Miranda's employer expects her to give her best in her work efforts, not to be a clock watcher and to be loyal to the organisation What type of informal contract or agreement is referred to in this scenario?

1 Social contract
2 Casual contract
3 Tacit contract
4 Psychological contract

26 Mr Jones is the financial director of a large organisation and is also on the organisation's senior board of directors In Mr Jones' employment contract, it is stated that should the organisation be acquired by another organisation through a merger or acquisition, he shall still receive his salary each month for the next five years What is this type of executive compensation called?

1 Golden parachute
2 Bold incentive
3 Stock ownership plan
4 Stock option plan

27 When Sally went on maternity leave, her employer appointed a temporary employee to fill her position while she was away When Sally returned after four months, she was informed that the new employee was to fill her position permanently and that Sally was no longer employed On what ground can Sally bring a case against her employer at the CCMA?

1 Unfair labour practice
2 Automatically unfair dismissal
3 Unfair suspension
4 Unfair dismissal

28 Which statement best describes a job specification and a job description?

1 Job specification focuses on abilities for job holders, whereas job description focuses on what job holders do
2 Job description focuses on qualifications for job holders, whereas job specification focuses on what job holders do
3 Job specification occurs before job analysis, whereas job description occurs after job analysis
4 Job specification occurs after job analysis, whereas job description occurs before job analysis

29 Which of the following is **not** regarded as a common reason why there is a lack of effective orientation in organisations?

1 The supervisors responsible for the task either lack the time or 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

30 The German Bakery is a large bakery with 40 employees The employees' pay is based on how many skills they have and how many jobs they can perform simultaneously (i e how well they can multitask) For example, Hilda has been working there for one year and she can bake three cakes, serve customers and work at the till, all at the same time She earns the highest salary in the bakery Harro, on the other hand, has been working at the bakery for ten years and he bakes the best German Bienenstich cake in town, but he cannot operate the till or serve customers He earns the lowest salary in the bakery Which pay system is the bakery using?

1 Performance-based pay system
2 Broadbanding-based pay system
3 Competency-based pay system
4 Merit-based pay system

[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**

1 1 You are the newly appointed human resource manager of a large bank in George When new employees are appointed at the bank, they are not put through an orientation programme Management pays no attention to new employees and they are just expected to start working immediately and to produce outputs You feel that this is not the right way to treat new employees and you are also aware of the benefits that an orientation programme can have on the employees and on the bank Discuss the important objectives of onboarding and orientation (5)

5

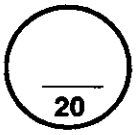
1 2 Maria is the sales manager of a large pharmaceutical company in Cape Town Maria has to conduct yearly performance appraisal (PA) interviews with her sales team, but dreads the process because she knows that there will be disagreements and conflict about the ratings that she awards her team Explain to Maria what she can do to ensure that the PA interviews are productive and helpful to both the employee and the organisation (5)

5

1 3 Abigail, an HR consultant, has been tasked to fill the vacant senior manager position in the finance department of an insurance company The successful applicant must have a degree in financial management and a minimum of three years' experience as a financial manager Abigail has already short-listed five suitable candidates from within the company as they meet the necessary requirements of the position The line manager has requested that the recruitment and selection process utilised must ensure that the most suitable person be selected in order to sustain a competent and effective workforce Identify and briefly discuss the steps that Abigail should follow in the selection process for the position described above (10)

10

Question 2



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2 1 One of the most common end products of a job analysis is a job description Explain how job descriptions are used in the following human resource functions

2 1 1	Recruitment	(1)
2 1 2	Orientation and onboarding	(1)
2 1 3	Training	(1)
2 1 4	Performance appraisal	(1)
2 1 5	Salary survey	(1)
		[5]

5

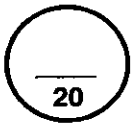
2 2 Various policies and strategies are available at individual and organisational level to control occupational stress Identify and briefly discuss five strategies and policies that the organisation can implement to mitigate or reduce stress in the workplace (10)

10

2 3 The employees at Platinum Mine are going on strike because they are not happy with their wages and the housing allowance. Define a strike and explain the procedure that should be followed for a strike to be protected in terms of the Labour Relations Act (5)

5

Question 3



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

3 1 Discuss the advantages of using promotions as a means to fill vacancies in an organisation? (5)

3 2 After conducting a training needs analysis in her department, Linda realises that her staff needs training on how to manage their time more effectively and meet deadlines Linda has approached you to design a training programme for her department that will address this need Discuss the principles of learning that you will have to keep in mind when designing an effective training and development programme (6)

6

3 3 The strategic human resource planning (SHRP) process is not always successful because of various stumbling blocks that could hinder the process Briefly discuss the common pitfalls in the SHRP process (6)

6

3 4 Differentiate between job design, job analysis and job evaluation (3)

3

[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 3
VOORLETTERS EN VAN

DATE OF EXAMINATION 4
DATUM VAN EKSAMEN

EXAMINATION CENTRE (E G PRETORIA) 5
EKSAMENSENTRUM (BV PRETORIA)

STUDENT NUMBER 6
STUDENTENOMMER

UNIQUE PAPER NO 8
UNIEKE VRAESTEL NR

7 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

1	c1 c2 c3 c4 c5	36	c1 c2 c3 c4 c5	71	c1 c2 c3 c4 c5	106	c1 c2 c3 c4 c5
2	c1 c2 c3 c4 c5	37	c1 c2 c3 c4 c5	72	c1 c2 c3 c4 c5	107	c1 c2 c3 c4 c5
3	c1 c2 c3 c4 c5	38	c1 c2 c3 c4 c5	73	c1 c2 c3 c4 c5	108	c1 c2 c3 c4 c5
4	c1 c2 c3 c4 c5	39	c1 c2 c3 c4 c5	74	c1 c2 c3 c4 c5	109	c1 c2 c3 c4 c5
5	c1 c2 c3 c4 c5	40	c1 c2 c3 c4 c5	75	c1 c2 c3 c4 c5	110	c1 c2 c3 c4 c5
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10	c1 c2 c3 c4 c5	45	c1 c2 c3 c4 c5	80	c1 c2 c3 c4 c5	115	c1 c2 c3 c4 c5
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13	c1 c2 c3 c4 c5	48	c1 c2 c3 c4 c5	83	c1 c2 c3 c4 c5	[illegible]	c1 c2 c3 c4 c5
14	c1 c2 c3 c4 c5	49	c1 c2 c3 c4 c5	84	c1 c2 c3 c4 c5	[illegible]	c1 c2 c3 c4 c5
15	c1 c2 c3 c4 c5	50	c1 c2 c3 c4 c5	85	c1 c2 c3 c4 c5	[illegible]	c1 c2 c3 c4 c5
16	c1 c2 c3 c4 c5	51	c1 c2 c3 c4 c5	[illegible]	c1 c2 c3 c4 c5	121	c1 c2 c3 c4 c5
17	c1 c2 c3 c4 c5	52	c1 c2 c3 c4 c5	[illegible]	c1 c2 c3 c4 c5	122	c1 c2 c3 c4 c5
18	c1 c2 c3 c4 c5	53	c1 c2 c3 c4 c5	88	c1 c2 c3 c4 c5	123	c1 c2 c3 c4 c5
19	c1 c2 c3 c4 c5	54	[illegible]	89	c1 c2 c3 c4 c5	124	c1 c2 c3 c4 c5
20	c1 c2 c3 c4 c5	[illegible]	[illegible]	90	c1 c2 c3 c4 c5	125	c1 c2 c3 c4 c5
21	c1 c2 c3 c4 c5	56	c1 c2 c3 c4 c5	91	c1 c2 c3 c4 c5	126	c1 c2 c3 c4 c5
22	c1 c2 c3 [illegible]	57	c1 c2 c3 c4 c5	92	c1 c2 c3 c4 c5	127	c1 c2 c3 c4 c5
23	c1 c2 c3 c4 [illegible]	58	c1 c2 c3 c4 c5	93	c1 c2 c3 c4 c5	128	c1 c2 c3 c4 c5
24	c1 c2 c3 [illegible]	59	c1 c2 c3 c4 c5	94	c1 c2 c3 c4 c5	129	c1 c2 c3 c4 c5
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27	c1 c2 c3 c4 c5	62	c1 c2 c3 c4 c5	97	c1 c2 c3 c4 c5	132	c1 c2 c3 c4 c5
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34	c1 c2 c3 c4 c5	69	c1 c2 c3 c4 c5	104	c1 c2 c3 c4 c5	139	c1 c2 c3 c4 c5
35	c1 c2 c3 c4 c5	70	c1 c2 c3 c4 c5	105	c1 c2 c3 c4 c5	140	c1 c2 c3 c4 c5

Specimen only