

HRM2605 (498723)
RHR2605 (475966)

May/June 2013

HUMAN RESOURCE MANAGEMENT FOR LINE MANAGERS

Duration 2 Hours

70 Marks

EXAMINERS
 FIRST
 SECOND

MRS N FERREIRA
 MRS S ISMAIL

Closed book examination.

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This paper consists of 17 pages including 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 itself, in the space provided. The **mark-reading sheet** must be handed in together with your examination paper. Please note that **all information on the mark-reading sheet should be completed in PENCIL**
- 2 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 provided for this purpose. See example below:

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

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

SECTION A: MULTIPLE-CHOICE QUESTIONS (COMPULSORY)

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

- 1 In terms of human resource planning, the HR information that is made available either before or during the strategic planning process refers to _____ linkages
- 1 input
 - 2 output
 - 3 review and reaction
 - 4 decision inclusion
- 2 From the list below, choose the aspects that reflect strategic human resource planning for **strategic change**.
- a specifying strategic objectives for change efforts
 - b participation in an assessment of the global and organisational environment
 - c developing corporate and business-level plans for strategic change
 - d specifying the objectives of HR change efforts to ensure forecasted needs are met
 - e developing HR plans with measurements and timetables
- 1 a, b and c
 - 2 c, d and e
 - 3 b, d and e
 - 4 a
- 3 If there are more than 300 members of a trade union employed in a workplace, how many shop stewards is the trade union entitled to elect?
- 1 Up to a maximum of 7 representatives
 - 2 Up to a maximum of 10 representatives
 - 3 Up to a maximum of 12 representatives
 - 4 Up to a maximum of 20 representatives
- 4 If a company intends to implement a flexitime arrangement and conducts research with the aim of obtaining the employees' opinion about the matter, it will be using a _____
- 1 job descriptive index (JDI)
 - 2 specific-use questionnaire
 - 3 job satisfaction survey
 - 4 position analysis questionnaire
- 5 Mary is an accountant employed by a flower distribution company. She is extremely capable and is currently responsible for capturing information on the company's debtors and creditors on the accounting software program. Her direct supervisor, Tom, unexpectedly passes away and the owner of the business approaches her to temporarily take on Tom's responsibilities as well. She is very excited and motivated by this new challenge. In terms of job design, this is called job _____
- 1 rotation
 - 2 enrichment
 - 3 evaluation
 - 4 enlargement

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- 6 The purpose of bargaining is to create a cooperative negotiating relationship that benefits both parties. This bargaining type refers to _____ bargaining
- 1 integrative bargaining
 - 2 productivity bargaining
 - 3 concession bargaining
 - 4 distributive bargaining
- 7 You are a line manager at a small company. A few years ago, you completed your BCom degree in Human Resource Management and you plan to further your studies in this field. When you were looking for employment after your studies, you could not find any in HR, but this opportunity of being appointed as a line manager arose. The company outsources much of its HR activities, but it has asked for your help. The company wants to recruit a team leader for one of its production lines and wants to place an advertisement in the regional newspaper. At first glance, you realise that the advertisement they drafted does not comply with the principles of a good advertisement. You write a report to indicate which questions should be asked when compiling a successful advertisement. Which of the questions from the list below would you include in your report?
- a What message should the advertisement convey?
 - b How and where would you advertise?
 - c What do you want to accomplish?
 - d Who do you want to reach?
- 1 a
 - 2 b and c
 - 3 a, b and d
 - 4 a, b, c and d
- 8 Choose the correct option from the list below. The following information regarding a secretarial job should be contained in a (a) _____: "Types at least 50 words per minute". The following information regarding a secretarial job should be contained in a (b) _____: "Types at least 50 words per minute with no more than two errors, using MS Word"
- 1 (a) KSA (b) job description
 - 2 (a) job specification (b) performance standard
 - 3 (a) job description (b) KSA
 - 4 (a) performance standard (b) job description
- 9 The process of creating a pool of suitable candidates for a specific job is called (a) _____. The process of choosing the most suitable candidate from this pool for a specific position is called (b) _____.
- 1 (a) recruitment (b) selection
 - 2 (a) human resource planning (b) recruitment
 - 3 (a) selection (b) interviewing
 - 4 (a) interviewing (b) human resource planning
- 10 The following are advantages of using an employment agency when recruiting job incumbents, **except for** _____
- 1 reducing the number of interviews
 - 2 interviewing only the right candidate
 - 3 saving time and money by finding, interviewing and selecting only the most qualified candidates
 - 4 increasing the amount of time spent on the selection process

- 11 National Carriers is an airline that wants to appoint five new pilots. They have decided to use a panel interview followed by a test during the selection process. The aim of the test is to evaluate the candidate's ability to land and take off safely within the required time and parameters. The _____ will be the best method to determine this competency
- 1 simulation test
 - 2 pen and paper test
 - 3 in-basket exercise
 - 4 assessment centre
- 12 The objectives of an induction/orientation programme can be achieved by implementing three phases of induction. The first phase encompasses all the learning that occurs before a new member joins the organisation and is called the _____ phase.
- 1 encounter
 - 2 anticipatory socialisation
 - 3 change and acquisition
 - 4 settlement
- 13 According to Alderfer's ERG theory of motivation, a person will _____
- 1 move to the next level in the hierarchy only once the needs of the previous lower level have been satisfied
 - 2 be motivated if the need for achievement is critical for organisational success
 - 3 only increase his or her job performance through goal setting, in other words if given measurable goals rather than vague performance standards
 - 4 concentrate on other needs if one of his or her needs is not satisfied
- 14 A typical orientation programme in a large organisation is developed and monitored by _____
- 1 the new employee's co-workers
 - 2 the chief executive officer (CEO)
 - 3 the human resource department
 - 4 the new employee's supervisor
- 15 Which one of the following statements regarding effective internal staffing is NOT correct?
- 1 When employers emphasise internal staffing, their first obligation is to pay close attention to identifying the current employee skill levels and development needs
 - 2 It is not imperative that a human resource information system (HRIS) exist within an organisation
 - 3 For an internal staffing programme to succeed, it must involve top-level managers as well as line managers
 - 4 HR managers must recognise both formal and informal power structures within their organisations and the desire of employees to maintain the status quo
- 16 The reassignment of an employee to a job with similar pay status, duties and responsibilities is called _____
- 1 retrenchment
 - 2 promotion
 - 3 a transfer
 - 4 a demotion

- 17 When trade unions form affiliations to gain greater bargaining power, such affiliations are known as _____
- 1 confederations
 - 2 bargaining councils
 - 3 trade union federations
 - 4 workplace forums
- 18 When supervisors interview their employee's customers, suppliers, peers and sometimes subordinates to develop a more complete picture of the employee's performance, this type of performance appraisal is called a _____
- 1 360° appraisal
 - 2 peer review
 - 3 reverse appraisal
 - 4 team portfolio appraisal
- 19 Behaviourally anchored rating scales (BARS) are applied in a rating-scale approach normally used in combination with _____ .
- 1 the critical incident method
 - 2 management by objectives (MBO)
 - 3 the forced choice method
 - 4 the forced distribution method
- 20 Solly, HR manager of a medium-sized information technology (IT) company, is conducting biannual performance appraisals (PAs) with the employees of the organisation. All the staff members understand the system and supervisors have been properly trained to conduct the appraisals.
- If Solly had never conducted performance appraisals before, and had awarded all the employees high evaluations because he believed that employees would feel they had been accurately appraised (or that they, even if they knew they had been inaccurately appraised, would realise it was to their benefit), what common rating error would he be guilty of?
- 1 the halo effect
 - 2 rater bias
 - 3 leniency
 - 4 the central tendency
- 21 You are the training and development (T & D) officer of a provincial branch of a retail-clothing store. You are conducting assessments on three levels, namely an organisational analysis, an operations analysis and a person analysis. Which kind of assessment is taking place?
- 1 employee assessment
 - 2 operations assessment
 - 3 needs assessment
 - 4 skills assessment
- 22 You are an experienced engineer giving guidance to a junior engineer who is still completing his degree. In addition, you facilitate his personal development, "show him the ropes" in the organisation, and help him with his work. This is an example of _____
- 1 guiding
 - 2 coaching
 - 3 advising
 - 4 mentoring

- 23 Career planning begins with gaining a realistic understanding of _____ .
- 1 promotional possibilities
 - 2 the nature of the firm
 - 3 oneself
 - 4 the opportunities competitors offer
- 24 You are the HR manager of a new clothing factory and you are setting the objectives for the compensation system. What three aspects should be present if the organisation wants to motivate employees and encourage good performance?
- a peer criticism
 - b accurate performance evaluation
 - c performance rewards
 - d panel appraisal
 - e supervisor feedback
- 1 a, b and e
 - 2 b, d and e
 - 3 b, c and e
 - 4 a, c and d
- 25 Eric is the regional HR manager of Billy's Chicken, a national takeaway food group. He is conducting job evaluations of shop managers in Gauteng. He encounters certain problems with the job evaluation method that he has decided to use for this purpose. The biggest problems/disadvantages are that the method –
- is relatively time-consuming
 - is costly to develop
 - requires significant interaction and decision making by the different parties involved
- What job evaluation method is Eric using?
- 1 job ranking
 - 2 point
 - 3 factor comparison
 - 4 job classification
- 26 In terms of compensation, a _____ can be used to estimate the average salaries of employees in specific jobs or categories in the labour market.
- 1 wage survey
 - 2 wage assessment
 - 3 wage examination
 - 4 wage review
- 27 Tembi is a fighter plane pilot in the United States of America, and she is currently being deployed in Iraq. She is experiencing intestinal distress, frequent illness, insomnia, fatigue, irritability and a lack of concentration. What do you think, keeping the theory in your prescribed book in mind, is the main probable cause of the symptoms that she is experiencing?
- 1 lack of motivation
 - 2 job stress
 - 3 family conflicts
 - 4 heart problems

- 28 When Anna, a teacher at an elementary school, starts to believe that she cannot and will not continue to do her job, and has the overall perception that she is giving much more than she is receiving from the school in the form of monetary rewards, support, recognition and advancement, she is experiencing _____ .
- 1 interpersonal conflict
 - 2 demotivation
 - 3 burnout
 - 4 social problems
- 29 According to Dayalan Govender and Jean Grundling, stress is never the result of a single factor. Which one of the following is, according to them, NOT an interrelated factor/stressor that causes stress?
- 1 ineffective decision making
 - 2 high levels of work pressure
 - 3 too many social commitments
 - 4 an inability to organise and manage time effectively
- 30 Jack often calls his employer on a Monday morning to inform him that he is sick. You suspect that he has a drinking or drug-related problem. You approach your head of department for advice on how to deal correctly with Jack. He indicates that it is important to follow the steps suggested by the South African National Council for Alcoholism and Drug Dependency (SANCA), as this is your company's policy. According to SANCA, the first step in dealing with Jack's drug/alcohol problem in the workplace would be to _____
- 1 arrange a disciplinary hearing
 - 2 determine the cause(s) of Jack's dependency
 - 3 confront Jack in a firm but supportive manner
 - 4 dismiss Jack immediately

[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:**

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Question No	1	2
Section A		
Section B		
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- 2.2 Job evaluation is the process of systematically analysing jobs to determine their relative worth in the organisation. Firstly identify and briefly discuss each of the four most popular job evaluation methods by identifying and briefly discussing each method. Then state which method is the most appropriate method to use for the evaluation of a bookkeeping position and provide a reason for your answer. (10)

JOB EVALUATION METHOD	DESCRIPTION

[TURN OVER]

JOB EVALUATION METHOD	DESCRIPTION

10

Question 3

20

←Students should not write in this space

3 1 Tommy is a training consultant for an HR outsourcing company. A law firm approaches him to offer leadership and management training to their board of directors to improve their leadership and management skills. Tommy decides to use away-from-the-job training, because he feels that these lawyers' jobs are very stressful and that training would be more successful away from their working environment, as it will enable them to focus only on the training. Identify and discuss any three (3) **appropriate methods** that Tommy could use for this training session. Also indicate which one you would particularly prefer and why (10)

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PART 1 (GENERAL/ALGEMEEN) DEEL 1

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INITIALS AND SURNAME
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DATE OF EXAMINATION
 DATUM VAN EKSAMEN

EXAMINATION CENTRE (E.G. PRETORIA)
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
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For use by examination invigilator
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IMPORTANT

- USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
- MARK LIKE THIS 
- CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
- ENTER YOUR STUDENT NUMBER FROM LEFT TO RIGHT
- CHECK THAT YOUR STUDENT NUMBER HAS BEEN FILLED IN CORRECTLY
- CHECK THAT THE UNIQUE NUMBER HAS BEEN FILLED IN CORRECTLY
- CHECK THAT ONLY ONE ANSWER PER QUESTION HAS BEEN MARKED
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BELANGRIK

- GEBRUIK SLEGS 'N HB POTLOOD OM HIERDIE BLAD TE VOLTOOI
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PART 2 (ANSWERS/ANTWOORDE) DEEL 2

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Specimen only