

HRM2605
RHR2605

(498032) October/November 2012
(494608)

HUMAN RESOURCE MANAGEMENT FOR LINE MANAGERS

Duration 2 Hours

70 Marks

EXAMINERS
FIRST
SECOND

MRS N FERREIRA
MRS S ISMAIL

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This paper consists of 20 pages plus instructions for the completion of the mark reading sheet and an attendance register

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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				

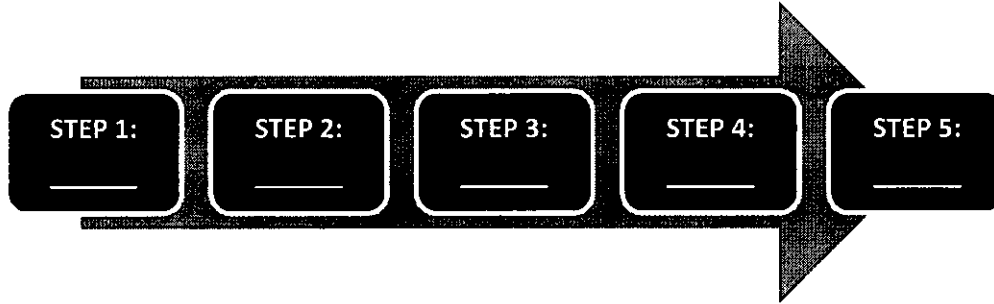
- 5 A page for rough work has been included for your convenience and use in the middle of the exam paper

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 This step in the strategic HR planning process entails the analysis of the total manpower requirements of the company. The types, numbers, skills and locations of employees during the planning period must be determined. Which step is referred to here?
- 1 HR demand analysis
 - 2 Strategy development
 - 3 HR supply analysis
 - 4 Situation analysis
- 2 You are the shop steward who has been called upon to sit on the panel that will be interviewing candidates for the position of typist. Select from the list below the most appropriate question for you to ask candidates during the interview.
- 1 "How old are you?"
 - 2 "Are you married?"
 - 3 "How would you go about to resolve conflict between management and the trade unions?"
 - 4 "Which computer-software packages have you mastered and on what levels?"
- 3 _____ is the process of acquiring applicants who are available and qualified to fill positions, and _____ is the process of choosing from a group of applicants the individual best suited for a particular position.
- 1 Selection, recruitment
 - 2 Recruitment, orientation
 - 3 Selection, training
 - 4 Recruitment, selection
- 4 _____ is the manipulation of the content, functions and relationships of jobs in a way that both accomplishes organisational goals and satisfies the personal needs of individual job holders.
- 1 Job specification
 - 2 HR planning
 - 3 Job analysis
 - 4 Job design
- 5 Peter has been tasked to look at the newly appointed typist's work station. His supervisor indicated that the following needs to be taken into consideration: the employee's posture, back, and hand, and the environment. Peter has been tasked to investigate -
-
- 1 robotics
 - 2 Total quality management (TQM)
 - 3 ergonomics
 - 4 the work environment

6 The job analysis process can be depicted as follows



Choose the option below that reflects the correct order of the steps in the job analysis process

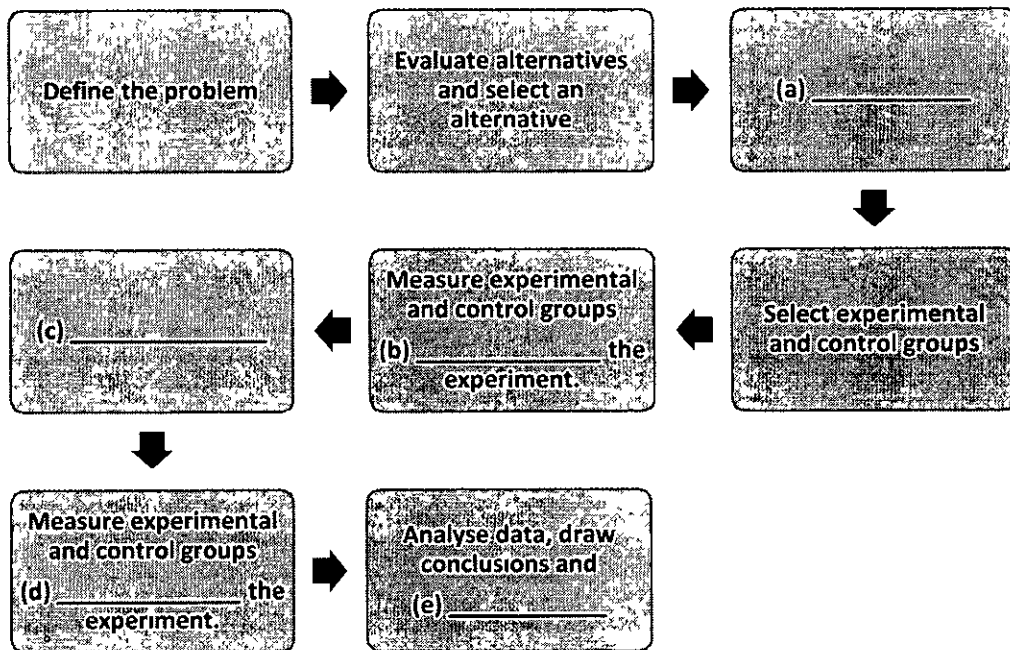
- 1 (1) Committee review, (2) Information collection, (3) Information review, (4) Product completion, (5) Future use and updating
- 2 (1) Information collection, (2) Information review, (3) Verify data, (4) Compile job description and job specification, (5) Update information regularly
- 3 (1) Gather information, (2) Analyse information, (3) Verify information, (4) Compile job description and job specification, (5) Review
- 4 (1) Gather information, (2) Analyse information, (3) Information input into computerised system, (4) Print reports, (5) Verify reports
- 7 According to _____ the need for power refers to the desire to obtain and exercise control over others, resources and the environment
- 1 Maslow's hierarchy of needs
- 2 Alderfer's ERG theory
- 3 Edwin Locke's goal setting theory
- 4 McClelland's achievement motivation theory
- 8 A comprehensive analysis of all current jobs provides a basis for _____
- 1 forecasting what jobs will need to be done in the future
- 2 an internal analysis of jobs and people
- 3 human asset accounting
- 4 auditing jobs
- 9 _____ refer to schedules with fewer than the traditional five workdays a week
- 1 Telecommuting
- 2 Compressed work weeks
- 3 Flexitime
- 4 Robotics
- 10 An accounting firm takes in new clerks on a yearly basis. They want to advertise these positions shortly. They need candidates who have successfully completed their three year BCom Accounting degree with an average of at least 65% in their final year. No work experience is required. The company is based in Gauteng and they will need 20 clerks. The clerks do not earn a big salary during this time and they will need their own reliable transport to go to clients (they can then claim the travel expenses back from the company). Which method would be the best method for organisation to use?
- 1 employment agencies
- 2 advertisement in the *Sunday Times* newspaper
- 3 internet advertisements
- 4 campus recruitment

[TURN OVER]

- 11 Which of the following terms refers to a process which is used to assess the suitability of applicants through the use of a set of varied exercises designed to simulate different aspects of the work environment? It mostly evaluated each candidate's abilities in four areas, namely organising, planning, leading and decision-making. This allows the different interviewers the opportunity to see applicants over a longer period of time and in a variety of situations, and they have the chance to see what applicants can do, rather than what they say they can do.

- 1 performance appraisal
- 2 inside moonlighting
- 3 critical incident method
- 4 assessment centre

- 12 A number of steps can be followed in a controlled experiment.



- 1 (a) state the hypothesis, (b) prior to, (c) conduct the experiment, (d) after the, (e) repeat
 - 2 (a) state the problem, (b) after the, (c) conduct the experiment, (d) prior to, (e) report results
 - 3 (a) state the hypothesis, (b) prior to, (c) conduct the experiment, (d) after the, (e) report results
 - 4 (a) state the problem, (b) after the, (c) conduct the experiment, (d) prior to, (e) repeat
- 13 Employers are responding to the skilled labour shortage with a number of non-traditional recruitment strategies. Which non-traditional strategy can they use when a great percentage of all jobs require a high-school certificate or university degree and many potential employees cannot meet this requirement?

- 1 career exhibitions
- 2 diversity data banks
- 3 learnerships and mentoring programmes
- 4 disadvantaged training programmes

- 14 Which statement best describes job specifications and job descriptions?
- 1 Job specifications focus on qualifications for jobholders. Job descriptions focus on what jobholders do.
 - 2 Job descriptions focus on qualifications for job holders. Job specifications focus on what jobholders do.
 - 3 Job specifications occur before job analysis. Job descriptions occur after job analysis.
 - 4 Job specifications occur after job analysis. Job descriptions occur before job analysis.
- 15 Patience, the director responsible for job analysis, has gathered data using individual interviews for managerial jobs in remote locations of her large manufacturing company. There has been a high turnover in recent years. Exit interviews have produced comments like, "you should have told me what was really expected." She wants to use an additional collection technique to avoid future misrepresentation in job descriptions. Which job analysis method should she use?
- 1 technical conference
 - 2 observation
 - 3 diary
 - 4 gap analysis
- 16 According to Maslow's hierarchy of needs model, which of the following factors would satisfy an individual's self-actualisation needs?
- 1 increase in salary
 - 2 space or office size
 - 3 peer group acceptance
 - 4 participation in the decision-making process
- 17 Thabo 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 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
- 18 Job posting is a method of internal recruitment. The following are all job-posting methods, **except** _____
- 1 traditional bulletin boards
 - 2 internet advertising
 - 3 e-mail based systems
 - 4 voicemail-based systems
- 19 Over-specialisation in a job is frequently cited reason for workers feeling alienated from work and from their bosses. Over-specialisation hampers what people can do, **except** _____
- 1 repetition
 - 2 little social interaction
 - 3 no input
 - 4 lack of leadership

- 20 You are responsible for the orientation/induction of new staff members of a computer manufacturing company. A new group of technicians will be joining the company next week. The HR director has approached you (the HR officer) to find out what you have planned for the first day. Which option below would be ideal for the first day?

1

Time	Planned activities
08 00-08 30	Arrival of newcomers, provide refreshments and a welcome pack
08 30-09 00	Introduce the newcomers to senior management of the company
09 00-10 00	Finalise documentation with HR department
10 00-10 30	Tea break
10 30-11 00	Individual discussions between newly appointed staff members and head of the department regarding mutual expectations, head of the department introduces newcomers to their supervisor
11 00-13 00	Supervisor introduces newly appointed staff members to their colleagues and takes them on a brief tour of the facilities
13 00-14 00	Lunch break
14 00-15 00	Supervisor discusses job description and standard of performance as well as how performance will be measured, the supervisor also informs the new employees of additional induction training and when it will take place
15 00	Newly appointed staff members leaves early on day 1

2

Time	Planned activities
08 00-09 00	Introduce the newcomers to senior management of the company
09 00-10 00	Finalise documentation with HR department
10 00-10 30	Tea break
10 30-13 00	Individual discussions between newly appointed staff member and head of the department regarding mutual expectations, head of the department introduces newcomers to their supervisor
13 00-14 00	Lunch break
14 00-15 00	Supervisor introduces newly appointed staff members to their colleagues and takes them on a brief tour of the facilities
15 00-17 00	Supervisor discusses job description and standard of performance as well as how performance will be measured, the supervisor also informs the new employees of additional induction training and when it will take place

3

Time	Planned activities
08 00-08 30	Arrival of newcomers, provide refreshments and a welcome pack
08 30-09 00	Introduce the newcomers to senior management of the company
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13 00-14 00	Lunch break
14 00-15 00	Supervisor discusses job description and standard of performance as well as how performance will be measured, the supervisor also informs the new employees of additional induction training and when it will take place
15 00-17 00	Newly appointed staff members attends training course on using the manufacturing equipment

[TURN OVER]

4

Time	Planned activities
08 00-08 30	Arrival of newcomers, provide refreshments and a welcome pack
08 30-09 00	Introduce the newcomers to senior management of the company
09 00-10 00	Finalise documentation with HR department
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10 30-11 00	Individual discussions between newly appointed staff members and head of the department regarding mutual expectations, head of the department introduces newcomers to their supervisor
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13 00-14 00	Lunch break
14 00-17 00	Supervisor discusses job description and standard of performance as well as how performance will be measured, the supervisor also informs the new employees of additional induction training and when it will take place

- 21 Which of the following would not be an example of research responsibilities commonly performed by the HR staff of a large company?
- 1 evaluating training programmes
 - 2 evaluating purchasing efficiency
 - 3 conducting periodic wage and salary surveys
 - 4 validating new selection and other testing techniques used
- 22 Jane and Jake argued at work on Monday. Their argument grew quite heated and Mary, the departmental secretary, was instructed by the CEO to assist the two of them in settling their differences. Mary played the role of _____.
- 1 arbitrator
 - 2 shop steward
 - 3 agent of a bargaining council
 - 4 mediator
- 23 When a type of discipline often involves threats, harassment and intimidation it is known as _____.
- 1 positive discipline
 - 2 preventive discipline
 - 3 punitive discipline
 - 4 negative feedback
- 24 "When workers adhere to set hours of work and do only what they are ordered to do or have to do in terms of their employment contract."
- What type of employee action does this statement refer to?
- 1 a work-to-rule action
 - 2 a sit-down
 - 3 an economic strike
 - 4 a boycott

- 25 The following are non-traditional recruitment strategies, **except** for _____
- 1 telerecruiting
 - 2 job posting
 - 3 learnerships
 - 4 diversity data banks
- 26 You are considering three candidates for a manager's job. There is great similarity between the credentials, experience and education of each candidate. You want to determine just how each candidate will perform given specific tasks or situations. Your best selection tool for determining this is _____
- 1 personality testing
 - 2 an assessment centre
 - 3 psychological testing
 - 4 an unstructured interview
- 27 Which one of the following statements regarding induction/orientation is correct?
- 1 The HR department is solely responsible for the orientation/induction of staff members
 - 2 Induction/orientation only applies to new staff members
 - 3 Induction/orientation should be completed on the first day
 - 4 Different induction programmes should be compiled for different groups of employees within the organisational structure
- 28 _____ is the process of choosing from a group of applicants the individual best suited for a particular position
- 1 Recruitment
 - 2 Selection
 - 3 Induction
 - 4 Job evaluation
- 29 If a training specialist uses the same achievement test during the selection process in all his/her computer training courses due to the fact that it has proven to yield the same result during repeated trials, which of the following qualities can be attributed to such a test?
- 1 high validity
 - 2 high reliability
 - 3 low validity
 - 4 low reliability
- 30 The purpose of bargaining is to create a cooperative negotiating relationship that benefits both parties. This bargaining type refers to
- 1 integrative bargaining
 - 2 productivity bargaining
 - 3 concession bargaining
 - 4 distributive bargaining

[TOTAL FOR SECTION A = 30 MARKS]

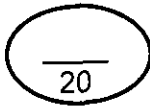
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SECTION B - ESSAY QUESTIONS (COMPULSORY)

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



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Read the following scenario and answer the questions that follow

Thabo, one of the assistant managers at a local restaurant, was dismissed for allegedly stealing from the till at the end of his shift. He lodged an unfair dismissal claim to clear his name and to safeguard his career prospects. The employees are under constant camera surveillance, and the video footage did not provide any proof that Thabo had indeed stolen the money. The only basis for the accusation of theft was that the till takings did not balance.

- 1.1 From the employer's point of view, what are the grounds for Thabo's dismissal? Also explain the aspects which the employer needs to take into consideration when determining if this type of dismissal is procedurally fair. (8)



- 1 2 Once Thabo has lodged his claim, what procedure should he follow for resolving the dispute about this dismissal? (10)

10

13 If Thabo and his employer go into a conciliation meeting, who can Thabo and his employer choose to represent them at this meeting? (2)

2

Question 2

20

← Students should not write in this space

2 1 It is important that anyone analysing a job should know that it can be broken down into several components and arranged into a hierarchy of work activities. Name and discuss this hierarchy of work activities from the highest level component to the lowest (15)



22 On 11 November 1996, The Labour Relations Act, 66 of 1995, which was signed by President Nelson Mandela on 13 December 1995, became law. For the first time in South Africa's history, employers, the labour movement and government sat down as joint social partners to negotiate this Act.

Why did South Africa need a new Labour Relations Act? (5)

Area with horizontal lines for writing the answer.

5

Question 3

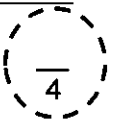
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3 1 You are an HR officer and the HR manager approached you to plan, design and implement a successful orientation programme for the new employees who are scheduled to commence duty on the 1st August 2011. Identify and briefly discuss the objectives of an orientation programme and illustrate with practical examples how these objectives can be carried out in the workplace (4)



- 3.2 Raj Moodley, an intern, is required to assist his manager to do a job analysis of the work conducted in the accounts department of RTM Property Consultants. One of the most common end products of a job analysis process is a written job description. Briefly advise Raj on the uses of a job description in the following HR functions: recruitment, interviewing, orientation and training. (4)



- 3 3 You are the Training and Development Manager of a national branch of a retail pharmacy group. Explain in detail to the production manager what the first phase of the systems approach to training and development (T&D) entails by identifying the specific phase and discussing the three levels at which this phase may be conducted (12)

12

[TOTAL FOR SECTION B = 40 MARKS]

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CHECKLIST	✓
Did you complete all the multiple choice questions?	
Did you complete all your personal particulars on the cover of the examination paper?	
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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PART 1 (GENERAL/ALGEMEEN) DEEL 1

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INITIALS AND SURNAME
VOORLETTERS EN VAN

DATE OF EXAMINATION
DATUM VAN EKSAMEN

EXAMINATION CENTRE (E.G. PRETORIA)
EKSAMENSENTRUM (BY PRETORIA)

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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 GEBUIK SLEGS N HB-POTLOOD OM HIERDIE BLAD TE VOLTUIG
- 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

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Specimen only