

HRM2605
RHR2605

(490808)
(491580)

May/June 2012

HUMAN RESOURCE MANAGEMENT FOR LINE MANAGERS

Duration 2 Hours

70 Marks

EXAMINERS
FIRST
SECOND

MRS N FERREIRA
MRS S ISMAIL

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

This question paper consists of 24 pages including 1 checklist page and 1 page for roughwork, plus instructions for the completion of a mark-reading sheet

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

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

<i>Question No</i>	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 _____ and _____ are all external recruitment methods

- 1 Direct applications, job posting, advertising in newspapers
- 2 Campus recruiting, recruitment agencies, advertising in newspapers
- 3 Advertising in newspapers, interviewing, job posting
- 4 Direct mail, e-recruitment, interviewing

2 Darla, a clerk at a medium-sized law firm in Cape Town, specialises in conveyance cases. Her colleague Ronel, who started her clerkship on the same day as Darla and who specialises in divorce cases, has resigned because she wants to pursue a career in acting. The partners in the firm have decided that they can't afford another clerk to do Ronel's work and that Darla should do both her own and Ronel's work. This is an example of which motivation intensive technique of job design?

- 1 Job enlargement
- 2 Job rotation
- 3 Job enrichment
- 4 Job improvement

Read the following scenario and then answer questions 3 and 4

You are the HR manager in a small tertiary education college. New lecturers and administrative personnel are given no orientation training when they are employed in the college, they are simply expected to start working immediately.

3 You are aware of the advantages of an effective orientation programme and you have scheduled a meeting with the college's top management to explain this to them and to plead with them to implement an orientation programme. Which of the following would you present to them as the advantages/benefits of an effective orientation programme?

An effective orientation programme can lead to _____

- a higher job satisfaction
- b lower labour turnover
- c joint decision making
- d improved work-life balance
- e reduction in absenteeism
- f higher performance

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

- 4 During your meeting with top management they have agreed that an orientation programme is necessary in the college. They have placed you in charge of planning, designing and implementing an effective orientation programme for the college. What is the first thing that needs to be developed before the programme can be designed?
- 1 The budget for the development of the programme
 - ② The orientation policy
 - 3 Materials facilities and personnel to be used
 - 4 Job-related information
- 5 _____ is the process through which company goals, as put forth in mission statements and company plans, are translated into HR objectives to ensure that the company is neither overstaffed nor understaffed and that employees with the appropriate talents, skills and aspirations are available to carry out their tasks in the right positions at the right times
- ① Human resource planning
 - 2 Human resource supply analysis
 - 3 Strategic human resource planning
 - 4 Strategic recruitment and selection planning
- 6 Kgala is the HR manager of a large clothing store and the company needs a new stock control manager and a new floor manager. Top management of the store feel that they rather want to employ an existing employee in a management position, seeing as they already know the culture and systems in the store. The cost of recruitment and orientation will also be substantially lower. What is this type of recruitment called and what are the advantages of this type of recruitment?
- ① **Internal recruitment** – *advantages* increased morale of employees, faster, less expensive and knowledge of personnel records
 - 2 **External recruitment** – *advantages* applicant pool is bigger and new ideas reduce internal infighting
 - 3 **Job posting** – *advantages* chain effect of promotion, increased morale of employees and it minimises the Peter Principle
 - 4 **Internal recruitment** – *advantages* knowledge of personnel records, faster, less expensive and it minimises the internal infighting
- 7 Gareth is an HR officer at a coal mine. He has been assigned the task of performing a comprehensive job analysis of the underground mineworkers' jobs. The mine workers are mostly illiterate. Which of the following are appropriate methods that Gareth can use to obtain information for this task?
- a Site observations
 - b Diaries
 - c Interviews
 - d Work sampling
 - e Questionnaires
- 1 b, c and d
 - 2 a, b and e
 - 3 c, d and e
 - ④ a, c and d

- 8 There are a number of problems with the performance appraisal interview. Which of the following is NOT a psychological variable that supervisors should avoid?
- 1 Playing God
 - 2 Psychological assumptions
 - 3 Personality biases
 - 4 The inability to give criticism
- 9 The _____ is the unwritten expectations/obligations employees and employers have about the nature of their work relationships. Two types of violations of this concept can occur, namely _____ and renegeing
- 1 psychological contract, divergence
 - 2 emotional contract, incongruence
 - 3 psychological contract, incongruence
 - 4 social contract, dissimilarity
- 10 The reassignment of an employee to a lower job with less pay, involving fewer skills and responsibilities, is known as _____
- 1 lay off
 - 2 demotion
 - 3 transfer
 - 4 downsizing
- 11 Pre-employment testing is often used during the selection process. Two aspects of a test are important, namely reliability and validity. If a test measures what it says it measures and it corresponds with actual job performance, but its consistency of measurement over time is not accurate, how does it influence the reliability and validity?
- 1 High reliability and high validity
 - 2 Low reliability and low validity
 - 3 High reliability and low validity
 - 4 Low reliability and high validity
- 12 As an HR specialist, one of the most significant tasks confronting your job is to design and implement a compensation system that will provide fair and equitable remuneration for all employees. Which of the following objectives would you set to effectively attain the goals of a compensation system?
- a Attract and retain talented staff
 - b Comply with legal regulations
 - c Keep employees content because promotion is not probable
 - d Motivate employees to perform to the maximum of their capabilities
- 1 a, b and c
 - 2 b, c and d
 - 3 a, b and d
 - 4 a, c and d

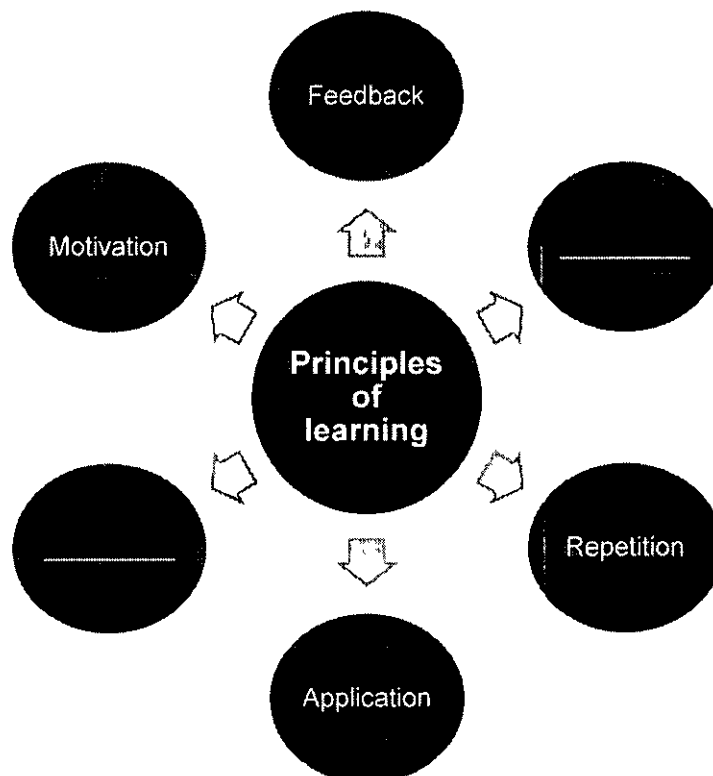
13 Pranesh is the HR manager of Mohammed's 1 Stop Shop, a company that employs around 30 employees in Laudium, Pretoria. The company's owners want to open another branch in the nearby informal settlement, and they have requested that Pranesh do Strategic HR Planning (SHRP) in order to ensure that their HR needs for the future are addressed. A month after Pranesh got this task, his managers called a meeting to find out where he was in this process. He told them that he was in the process of determining the total manpower requirements of the company by looking at past trends in the area and also past productivity levels in order to project the company's future needs. Which step in the SHRP process is Pranesh busy with?

- 1 HR supply analysis
- ② HR demand analysis
- 3 Situation analysis
- 4 HR needs analysis

14 _____ is a written summary of task requirements for a particular job that can be used for _____, _____ and _____.

- 1 Job description, motivation, feedback and performance appraisals
- 2 Job design, interviewing, training and orientation
- ③ Job description, recruitment, orientation and training
- 4 Job evaluation, orientation, performance appraisals and outplacement

15 To design an effective training and development programme, there are several important principles of learning to consider



Please refer to the options below and choose the option that reflects the correct missing words in the diagram above

- ① Participation and organisation
- 2 Participation and learning
- 3 Organisation and learning
- 4 Organisation and success

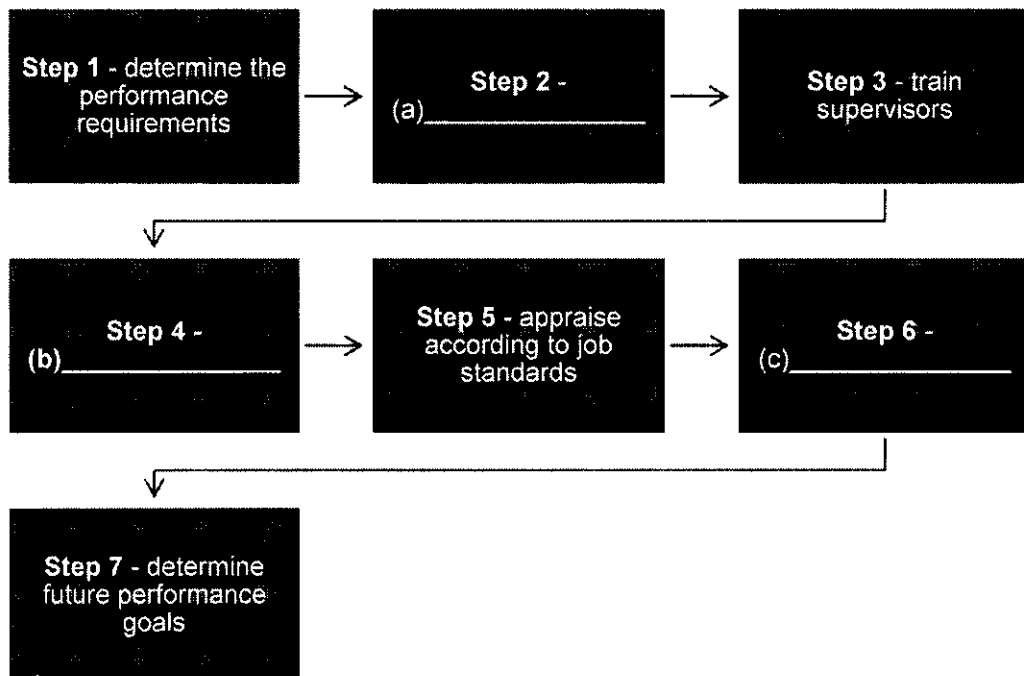
- 16 Employees go through certain career stages during their careers. At present Carol Khumalo is experiencing some anxiety and uncertainty over her performance potential and competency at work. She also requires a supportive and caring superior to assist her in becoming a more productive employee. Which career stage best characterises her current phase?
- ① Establishment
 - 2 Advancement
 - 3 Maintenance
 - 4 Withdrawal
- 17 Which of the following is NOT a common pitfall in the strategic HR planning process?
- 1 The identity crises
 - 2 Top management support
 - 3 Size of the effort
 - ④ Lack of planning
- 18 Jill is the HR manager at Venter, Simelani & Partners and she is busy with the firm's yearly performance appraisals. She is an experienced and objective rater, but in one case she has given her colleague Mark a high rating, because he won a very important case for the firm. However, she neglected to take into account that Mark's administration is a disaster and that he is always late for work. Of which rater error is Jill guilty of?
- 1 Rater bias
 - ② Halo effect
 - 3 Leniency
 - 4 Central tendency
- 19 The policy of awarding employees benefits in addition to compensation has increased dramatically in South African organisations. There are various types of benefits that employers can offer their employees, including paid time off. Which of the following is **NOT** an example of paid time off?
- 1 Sick leave
 - 2 Leave to participate in a protected strike
 - 3 Compassionate leave
 - ④ Witness in court
- 20 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 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

21 Job stress is often caused by factors in the workplace. Organisations can implement policies and strategies to combat job stress. Which of the following is NOT such an organisation policy or strategy?

- a Preventative management
- b Management by objectives
- c Removing the cause of stress
- d Extended leave of employees
- e Maintaining a productive culture

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

22 A number of steps are followed in developing a performance appraisal system



Please refer to the options below and choose the option that reflects the correct missing words in the steps above

- 1 (a) plan the appraisal process, (b) ask employees' permission for the appraisal, (c) discuss appraisal with employees
- 2 (a) choose an appropriate appraisal method, (b) discuss methods with employees, (c) discuss appraisal with employees
- 3 (a) choose an appropriate appraisal method, (b) discuss methods with employees, (c) hold meetings with senior management to discuss the way forward
- 4 (a) plan the appraisal process, (b) discuss methods with employees, (c) determine if the employees should be dismissed, demoted or promoted

- 23 Joe works in a call centre based in Durban. He is required to answer an average of 60 calls per day and he is paid a set rate. However, if Joe does 80 calls a day, he receives on average an additional 20% pay for that month. What kind of pay system is used in this case?
- 1 Time-based system
 - 2 Employee/person-based system
 - 3 Performance-based system
 - 4 Incentive-based system
- 24 _____ is the process of integrating the new employees into the organisation and acquainting them with the details and requirements of the job
- 1 Selection
 - 2 Recruitment
 - 3 Retention
 - 4 Orientation
- 25 _____ are designed to help employees overcome their personal crises such as job burnout, alcoholism and family problems
- 1 Health care programmes
 - 2 Employee assistance programmes
 - 3 Company fitness programmes
 - 4 Wellness programmes
- 26 Marius is a Training and Development (T&D) consultant specialising in legal training and he has been contracted to design a T&D programme for a group of senior advocates. The purpose of the T&D is to obtain information about the changes that have occurred over the past two years in the world of law, including legislation, practices, etc. Which of the following would be appropriate training methods for Marius to use for this task?
- a Conference
 - b Wilderness training
 - c Lecture
 - d Case study
 - e In-basket exercises
- 1 a, c and d
 - 2 a, c, d and e
 - 3 b, c and e
 - 4 b, c, d and e
- 27 Sally has been working for a stationery company for the past five years. She does not feel like staying in her current job, because she does not receive recognition for the work she does. She is faced with unrealistic expectations and she feels whatever she does she will not succeed. She feels irritable, sick, frustrated and has a desire to quit her job without fear of the consequences of such a decision. Her current situation is impacting negatively on the company and on her performance. What is most probably the root cause of the symptoms that she is experiencing?
- 1 Burnout
 - 2 Job stress
 - 3 High blood pressure
 - 4 De-motivation

- 28 John is an HR officer in a small food packaging company. He is in the process of performing performance appraisals (PA's) of the employees' job performance. John has decided to make the PA's more job related compared to how it was done in the past. He collects information about job behaviour from the employees' supervisors and colleagues, using a list of actual job experiences compiled by both the employees and supervisors. Which category of PA's and which specific PA method is John using?
- 1 Work standards, essay method
 - 2 Comparative methods, ranking
 - ③ Behavioural methods, critical incidents
 - 4 Narrative methods, critical incidents
- 29 The internal staffing strategy which places the person in the position for which they are most qualified and is maximally responsive to the individual is known as _____
- 1 the pure selection strategy
 - 2 the compromise staffing strategy
 - 3 the attrition strategy
 - ④ the vocational guidance strategy
- 30 Which of the following is NOT a purpose of training and development?
- 1 Improved performance
 - 2 Managerial succession
 - ③ Acquainting of new employees
 - 4 Solving of organisational problems

[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

→

Question No	1	2
Section A		
Section B		
①		
②		
3		

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?	

PART 1 (GENERAL/ALGEMEEN) DEEL 1

STUDY UNIT e.g. PSY100-X
STUDIE-EENHEID by PSY100-X

1								
---	--	--	--	--	--	--	--	--

PAPER NUMBER
VRAESTELNOMMER

STUDENT NUMBER
STUDENTENOMMER

6								
---	--	--	--	--	--	--	--	--

0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9

INITIALS AND SURNAME
VOORLETTERS EN VAN

DATE OF EXAMINATION
DATUM VAN EKSAMEN

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

UNIQUE PAPER NO
UNIEKE VRAESTEL NR

8								
---	--	--	--	--	--	--	--	--

0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	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 GEBUIK 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

1	0	1	2	3	4	5
2	0	1	2	3	4	5
3	0	1	2	3	4	5
4	0	1	2	3	4	5
5	0	1	2	3	4	5
6	0	1	2	3	4	5
7	0	1	2	3	4	5
8	0	1	2	3	4	5
9	0	1	2	3	4	5
10	0	1	2	3	4	5
11	0	1	2	3	4	5
12	0	1	2	3	4	5
13	0	1	2	3	4	5
14	0	1	2	3	4	5
15	0	1	2	3	4	5
16	0	1	2	3	4	5
17	0	1	2	3	4	5
18	0	1	2	3	4	5
19	0	1	2	3	4	5
20	0	1	2	3	4	5
21	0	1	2	3	4	5
22	0	1	2	3	4	5
23	0	1	2	3	4	5
24	0	1	2	3	4	5
25	0	1	2	3	4	5
26	0	1	2	3	4	5
27	0	1	2	3	4	5
28	0	1	2	3	4	5
29	0	1	2	3	4	5
30	0	1	2	3	4	5
31	0	1	2	3	4	5
32	0	1	2	3	4	5
33	0	1	2	3	4	5
34	0	1	2	3	4	5
35	0	1	2	3	4	5

10

36	0	1	2	3	4	5
37	0	1	2	3	4	5
38	0	1	2	3	4	5
39	0	1	2	3	4	5
40	0	1	2	3	4	5
41	0	1	2	3	4	5
42	0	1	2	3	4	5
43	0	1	2	3	4	5
44	0	1	2	3	4	5
45	0	1	2	3	4	5
46	0	1	2	3	4	5
47	0	1	2	3	4	5
48	0	1	2	3	4	5
49	0	1	2	3	4	5
50	0	1	2	3	4	5
51	0	1	2	3	4	5
52	0	1	2	3	4	5
53	0	1	2	3	4	5
54	0	1	2	3	4	5
55	0	1	2	3	4	5
56	0	1	2	3	4	5
57	0	1	2	3	4	5
58	0	1	2	3	4	5
59	0	1	2	3	4	5
60	0	1	2	3	4	5
61	0	1	2	3	4	5
62	0	1	2	3	4	5
63	0	1	2	3	4	5
64	0	1	2	3	4	5
65	0	1	2	3	4	5
66	0	1	2	3	4	5
67	0	1	2	3	4	5
68	0	1	2	3	4	5
69	0	1	2	3	4	5
70	0	1	2	3	4	5

71	0	1	2	3	4	5
72	0	1	2	3	4	5
73	0	1	2	3	4	5
74	0	1	2	3	4	5
75	0	1	2	3	4	5
76	0	1	2	3	4	5
77	0	1	2	3	4	5
78	0	1	2	3	4	5
79	0	1	2	3	4	5
80	0	1	2	3	4	5
81	0	1	2	3	4	5
82	0	1	2	3	4	5
83	0	1	2	3	4	5
84	0	1	2	3	4	5
85	0	1	2	3	4	5
86	0	1	2	3	4	5
87	0	1	2	3	4	5
88	0	1	2	3	4	5
89	0	1	2	3	4	5
90	0	1	2	3	4	5
91	0	1	2	3	4	5
92	0	1	2	3	4	5
93	0	1	2	3	4	5
94	0	1	2	3	4	5
95	0	1	2	3	4	5
96	0	1	2	3	4	5
97	0	1	2	3	4	5
98	0	1	2	3	4	5
99	0	1	2	3	4	5
100	0	1	2	3	4	5
101	0	1	2	3	4	5
102	0	1	2	3	4	5
103	0	1	2	3	4	5
104	0	1	2	3	4	5
105	0	1	2	3	4	5

106	0	1	2	3	4	5
107	0	1	2	3	4	5
108	0	1	2	3	4	5
109	0	1	2	3	4	5
110	0	1	2	3	4	5
111	0	1	2	3	4	5
112	0	1	2	3	4	5
113	0	1	2	3	4	5
114	0	1	2	3	4	5
115	0	1	2	3	4	5
116	0	1	2	3	4	5
117	0	1	2	3	4	5
118	0	1	2	3	4	5
119	0	1	2	3	4	5
120	0	1	2	3	4	5
121	0	1	2	3	4	5
122	0	1	2	3	4	5
123	0	1	2	3	4	5
124	0	1	2	3	4	5
125	0	1	2	3	4	5
126	0	1	2	3	4	5
127	0	1	2	3	4	5
128	0	1	2	3	4	5
129	0	1	2	3	4	5
130	0	1	2	3	4	5
131	0	1	2	3	4	5
132	0	1	2	3	4	5
133	0	1	2	3	4	5
134	0	1	2	3	4	5
135	0	1	2	3	4	5
136	0	1	2	3	4	5
137	0	1	2	3	4	5
138	0	1	2	3	4	5
139	0	1	2	3	4	5
140	0	1	2	3	4	5

Specimen only