

HRM1501

October/November 2014

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

Duration 2 Hours

75 Marks

EXAMINERS

FIRST

SECOND

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Closed book examination

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This question paper consists of THREE (3) pages

INSTRUCTIONS

- ◆ This paper incorporates **FIVE (5)** questions, of which you need to answer **any THREE (3)**.
- ◆ Write neatly and legibly
- ◆ Ensure that you provide enough facts to earn the marks for each question
- ◆ Write the numbers of the questions you choose to answer on the cover of your answer book
- ◆ Fill in all your details on the cover of your answer book.

[TURN OVER]

QUESTION 1

Read the following scenario and answer the questions that follow.

Maseng Brick Works

Maseng Ltd is a large brick manufacturing organisation situated in Vryburg in the North West. The organisation has its head office in Vryburg, and several branches are located all over South Africa. The objective of this extensive branch network is to ensure customer satisfaction by delivering products of good quality, in the right quantities and within the shortest possible time. The organisation has recently advertised the positions of HR director, training manager as well as that of the labour relations manager.

Career-pathing is seen as a priority for Maseng. If Maseng is to win a competitive edge, it needs to clearly specify where its employees are heading as far as career mobility is concerned. Productivity and profitability are key to success at Maseng, just like all the other companies in the industry. If employees are happy, they will be able to integrate their own interests and goals with that of the organisation and in so doing, assist the organisation to maximise its profits.

- 1.1 Define recruitment and distinguish between internal recruitment and external recruitment methods. Give an example of each. (8)
 - 1.2 Assuming that the prospective HR director needs to be in possession of an MCom degree, at what level will he/she need to be registered with the SABPP? (1)
 - 1.3 What does the acronym SABPP stand for, and what are the functions of the SABPP? (3)
 - 1.4 Identify three (3) advantages and three (3) disadvantages of using external recruitment methods. (6)
 - 1.5 Draw a structure indicating the position of an HR director as well as all the other positions reporting to him/her. (7)
- [25]**

QUESTION 2

- 2.1 In order for Maseng Ltd to recruit the best candidates for the advertised positions, it has to ensure that the advertisement meets all the requirements of the AIDA-principle. Explain the acronym AIDA by specifying clearly what each letter in this acronym stands for. (4)
 - 2.2 Selection is the end result of a good recruitment process. Define 'selection' and identify all the steps in the selection process. (10)
 - 2.3 Recruitment is based on a well-designed job analysis. The result of such a job analysis is a job description and a job specification. Define the concept 'job analysis' and distinguish between a job description and a job specification. (7)
 - 2.4 Distinguish between a walk-in and an employee referral. (4)
- [25]**

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QUESTION 3

- 3 1 To guarantee customer satisfaction, Maseng Ltd must ensure that its current employees are trained. Identify all the steps in the training process in a strict chronological order (7)
- 3 2 Once training has been conducted, it has to be evaluated or assessed to ensure that the training was done for the right reasons. Identify and briefly discuss the various levels at which training can be evaluated or assessed (8)
- 3 3 What is the purpose of the Skills Development Levies Act 9 of 1999? (1)
- 3 4 In 1998, the South African government, through the Department of Labour, promulgated the Employment Equity Act 55 of 1998. Identify five purposes of this Act (5)
- 3 5 Distinguish between 'rater bias' and the 'halo effect' as common errors which supervisors can commit when appraising employees (4)

[25]**QUESTION 4**

- 4 1 Reference checking is one of the steps in the selection process. Define the concept 'reference checking' and the three methods of checking references (5)
- 4 2 Identify three ways that will make assessments of employees permissible in terms of the Employment Equity Act 55 of 1998 (3)
- 4 3 Assume that Maseng Ltd is able to recruit and select the right candidates for all the positions advertised. They then proceed to present successful candidates with a job offer. Identify in detail the contents of a suitable job offer (8)
- 4 4 Draw up a letter that meets the requirements of a good letter of appointment (9)

[25]**QUESTION 5**

- 5 1 Identify all the role players in a tripartite relationship (3)
- 5 2 What do you think are the reasons for people joining groups? (5)
- 5 3 Describe the concept 'group' and distinguish between a 'formal group' and an 'informal group' (5)
- 5 4 Define the concept 'compensation' and distinguish between direct and indirect compensation (6)
- 5 5 How would you distinguish between intrinsic and extrinsic rewards? Give an example of each (6)

[25]**TOTAL MARKS: 75**