

**HRM1501**

October/November 2017

**INTRODUCTION TO HUMAN RESOURCE MANAGEMENT**

Duration 2 Hours

75 Marks

**EXAMINERS**

FIRST

SECOND

MRS MD GURA

MS MD KAU

Closed book examination

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This question paper consists of FOUR (4) 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]

Read the following scenario and answer the questions

Mr Smith is the owner of a small sweet shop located at the corner of Linden and Brooklyn streets in Pretoria (South Africa). The shop has been in operation for the past seven (7) years and was for all these years, operated as a family business. Mr Smith intends to expand his business to give it a competitive edge. He intends to expand it into a private company to be registered with the Department of Trade and Industry as Lollypop (Pty) Ltd. For Mr Smith to be successful with his new business venture, he has to attract qualified and motivated employees from all over the world to help him achieve his goal of being competitive and sustainable. As soon as the most desired job candidates have been attracted to the organisation, Mr Smith should ensure that they receive proper training to put them at the level required for them to be productive, and for him to achieve a return on investment.

Attracting and choosing the most competent employees means that compensation should also be market related. Both performance management and appraisals will have to be conducted at regular intervals to ensure that errors are identified and corrected timeously. Because the newly attracted candidates will work in groups in line with their areas of specialisation, organisational restructuring has to be undertaken. For Mr Smith to succeed and remain sustainable in a democratic state like South Africa, he has to promote workplace diversity. Care should also be taken to ensure that South African labour legislation is complied with.

### QUESTION 1

- 1.1 Identify an HR formula which Mr Smith should apply to ensure that only the job applicants with the most desired skills and abilities are attracted to his organisation (4)
  - 1.2 In an attempt to attract the most desirable job candidates, Mr Smith should follow a certain HR process. Identify and define this process and provide three (3) advantages of attracting candidates from within, and three (3) advantages of attracting from outside the existing organisation (8)
  - 1.3 Workplace diversity is one of the most important aspects that Mr Smith should observe for his organisation to be successful and remain competitive. Describe the concept "workplace diversity" and distinguish between the primary and secondary dimensions of workplace diversity (6)
  - 1.4 Define the concept "group" and identify the various reasons why employees should join groups (7)
- [25]**

### QUESTION 2

- 2.1 As soon as the process of attracting the most desired job candidates has been completed, the next step will be to select those candidates who met all the requirements for the advertised positions. Define the concept "selection" and use a diagram to illustrate the steps in the selection process (9)

[TURN OVER]

- 2 2 In order for Mr Smith to ensure that he has selected job applicants who are free from any criminal records and to verify the information they provided, he has to do reference checking. Identify methods which he can use to do reference checking (3)
- 2 3 Which guidelines can Mr Smith use to prevent unfair advancement during interviews to select the best job applicants? (6)
- 2 4 An advertisement for employment often reflects a job description and a job specification. Distinguish between the two processes (4)
- 2 5 At the time when Mr Smith's business was still a family business, do you think that it had a flat or a tall structure? Substantiate your answer (3)
- [25]**

**QUESTION 3**

- 3 1 Identify the stages in an employment interview (4)
- 3 2 Distinguish between structured interviews and unstructured interviews. Also provide two advantages and disadvantages of each (6)
- 3 3 Identify the steps in the training process, which Mr Smith can use to train his newly appointed employees in a systematic manner (7)
- 3 4 Identify and briefly describe the four basic elements of a compensation system (8)
- [25]**

**QUESTION 4**

- 4 1 When evaluating employees during performance appraisals, supervisors tend to commit certain errors. Identify four of these errors and briefly discuss each one (12)
- 4 2 Identify two uses of performance appraisals (2)
- 4 3 If you were a compensation consultant contracted to structure employee benefits for Lollypop (Pty) Ltd, what reasons would you consider for the choice of employee benefits? Identify any six reasons (6)
- 4 4 Identify any five (5) components of a performance management system which Mr Smith should consider when assessing the performance of his employees (5)
- [25]**

**QUESTION 5**

- 5 1 Distinguish between a formal group and an informal group and provide an example of each (6)
- 5 2 A labour relationship will always comprise three parties Identify these parties (3)
- 5 3 Compensation aims at achieving certain objectives List five (5) of these objectives (5)
- 5 4 Distinguish between a "hiring requisition" and a "skills inventory" (4)
- 5 5 Draw an organisational structure of the HRM department of Mr Smith's newly envisaged organisation (7)

**[25]**