

HRM1501

May/June 2017

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

Duration 2 Hours

75 Marks

EXAMINERS

FIRST

SECOND

MRS MD GURA

PROF N FERREIRA

Closed book examination

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This examination question paper consists of **FOUR (4)** pages

INSTRUCTIONS

- ◆ This paper consists of **FIVE (5)** questions, of which you need to answer **any THREE (3)**. Should you answer more than three questions, only the first three will be marked
- ◆ 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

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Read the following scenario and answer the questions

Smoky-Shell CC is a chicken farm located in Brits in the North West. The farm was started five years ago by Mrs Nandi Brown, who is currently the owner and CEO of Smokey-Shell. Like all other businesses, Nandi intends to expand and grow her farm into a very large business to be able to serve all the provinces in the country. To be able to achieve this, she needs to ensure that she applies business ethics. One of the key issues to ensure her success is to examine the HR processes and functions of the farm. In doing this, she has to consider whether her organisational HR plan will enable her to gain a competitive edge, taking into account the tough competition in the farming industry. She has decided to attract specialists in the HR field. To be able to attract the best job applicants, she has to ensure that compensation is in line with market-related rates. The process of attracting the best job applicants will begin with advertising job positions throughout the country. In doing this, she has to ensure that she is compliant with South African labour legislation.

As soon as all the prospective job applicants have submitted their CVs, the selection of the most desired job applicants will begin. Selection interviews will be conducted and all the job applicants will be exposed to the same interviews to ensure fairness. To ensure that newly appointed employees are productive as quickly as possible, the HR department has to conduct an orientation programme. Choosing the right job applicant does not ensure success in actual job performance. Nandi will also have to take her new employees for training to ensure a return on investment. She has allocated this role to Zack Smith, the training manager. Although Zack is also new at Smoky-Shell, he has ten years' experience in training and he also has an MBA qualification from North-West University.

Nandi and her new management team have also decided to conduct performance appraisals half-yearly to ensure that things are still on track. She has allocated this role to Selina Bosch, the HR director. Selina will use a team of professional raters to ensure fair scores for all the participants. In her strategic plan, Nandi has also provided for outsourcing of both the service providers and of some of the products, should her business lack capacity to cater for the entire market.

QUESTION 1

- 1.1 Is Smoky-Shell a service or a product business? Support your answer (2)
- 1.2 In ensuring that the right job applicants are attracted to Smoky-Shell, a certain advertising principle has to be applied. Identify and discuss this principle (5)
- 1.3 The attraction of the most desired job applicants refers to a specific HR function. Identify and define this function (2)
- 1.4 The identified function in 1.3 above can either be conducted within or outside the organisation. Provide four (4) advantages of attracting job applicants from within the organisation and three (3) disadvantages of attracting job applicants from outside the organisation (8)
- 1.5 In choosing the most desired job applicants, a certain process has to be followed. Identify this process and list all the steps in this process (8)

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QUESTION 2

- 2 1 Identify and discuss five (5) purposes of the South African labour legislation that ensures that all job applicants have equal opportunities of applying and being selected for the advertised positions (6)
- 2 2 With reference to the case study in question 1, assuming that Zack Smith will register with the SABPP, at which level will he be registered? Identify five competencies required of an applicant at this level of registration (6)
- 2 3 Market-related compensation aims at achieving certain objectives List six (6) of these objectives (6)
- 2 4 Certain job positions will require the use of selection tests Provide three (3) reasons that will prohibit selection tests (3)
- 2 5 When conducting interviews to choose the most desired job applicants, both structured and unstructured interviews will be used Distinguish between the two types of interviews (4)
- [25]**

QUESTION 3

- 3 1 A job advertisement will always comprise a job description and a job specification Distinguish between the two documents and provide an example of each (6)
- 3 2 An interview consists of four (4) main stages Identify these stages (4)
- 3 3 To ensure an appropriate HR planning process, some external factors have to be considered Identify and discuss four (4) of these factors (8)
- 3 4 Define the concept "HR planning" (2)
- 3 5 Distinguish between an HR demand and an HR gap (3)
- 3 6 Identify and briefly describe the HR document which organisations use to record the competencies of all their employees (2)
- [25]**

QUESTION 4

- 4 1 Raters often commit errors when appraising employee performance Identify and discuss four (5) of these errors (8)
- 4 2 In appraising employee performance, some organisations prefer to use upward appraisals as opposed to downward appraisals List six (6) reasons why upward appraisals are unpopular (6)
- 4 3 Orientation can be in line with the tasks that employees have to do or it can relate to general issues pertinent to the work environment Describe orientation and distinguish between general orientation and task orientation (5)
- 4 4 Identify the two (2) pieces of labour legislation that play an important role in the management of training in organisations (2)
- 4 5 The value of training can only be determined if it is evaluated Identify the four (4) levels at which training evaluation can be done (4)
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QUESTION 5

- 5 1 With reference to the case study in question 1, Smoky-Shell CC may prefer to compensate its employees with benefits rather than simply paying higher salaries. List and briefly discuss seven (7) reasons why an organisation like Smoky-Shell would make such a decision (14)
- 5 2 Identify four (4) reasons for the growth of employee benefits (4)
- 5 3 Distinguish between direct compensation and indirect compensation and provide an example of each (2)
- 5 4 Provide five (5) advantages of outsourcing for an organisation like Smoky-Shell (5)

[25]**TOTAL [75]**