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**ETP2602**  
**HUMAN RESOURCE MANAGEMENT FOR ENTREPREPRENEURS**  
**MAY/JUNE 2016**

STUDENT NUMBER									

IDENTITY NUMBER											

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Question No	Marks					
	Examiners					
	1	2	3	4	5	6
<b>Total</b>						

Subject

Number of paper

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**ETP2602**

May/June 2016

**HUMAN RESOURCE MANAGEMENT FOR ENTREPRENEURS**

Duration 2 Hours

70 Marks

**EXAMINERS**

FIRST

SECOND

MR W SAMBO

MS NM MMAKO

Closed book examination

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This paper consists of ten (10) pages (including this cover page)

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This paper comprises of two (2) sections, **Section A** and **Section B**

**Section A** is a **compulsory** section which you have to answer

**Section B** consists of three questions You may choose any two (2) of the three (3) questions to answer (you must NOT answer all three (3) questions in Section B)

Please ensure that the following appears in the space provided on your cover page

- Your student number
- ID number
- The **numbers** of the questions you have answered

**[TURN OVER]**

**SECTION A (COMPULSORY)**

Answer **ALL THE QUESTIONS** Use the space provided below each question for your answer

**QUESTION 1 (Read the case study below and answer questions that follow)**

Susan Solomons was appointed as a senior employee in a large accounting firm in Johannesburg. One of the managers asked Susan to take over the management of southern branch of the company in Rondebosch, Cape Town. B & J Accounting used to be successful but recently many of the younger employees have left the organisation and Susan was asked to look into this problem. In Rondebosch, Susan had a meeting with three senior managers to find out why the branch had such a high attrition rate among the younger staff. Kara Kobani, aged 42, said that the younger employees were not committed to the company. They were not loyal and would leave as soon as they found another job that either paid more or offered better working conditions. A few employees left to go overseas to work in London or in the United States.

Danie de Wet, aged 50, said "the younger staff complained because they did not get any feedback on their work. They also said that there was not enough training and only a few people got the opportunity to progress in their careers". There seemed to be some conflict among new employees and the older ones. The other manager, Pamela Williams, aged 38, suggested setting up a human resource department. She believed that the company's problems come from a lack of Human Resources Management. Susan agreed and prepared an advertisement.

(Source: Kleynhans, R., Markham, L., Meyer, W., Van Aswegen, S. & Pilbeam, E. 2006. Human Resource Management: Fresh Perspective, Pearson Education. Cape Town)

**[TURN OVER]**

1.1 Do you agree with Pamela Williams’s idea of setting up a Human Resource Department at B & J Accounting? Motivate your answers by explaining to Susan why it is necessary (10)


1.2 As a manager at B & J accounting, identify and explain four main activities in human resources planning that Susan Solomons could be involved in the new unit (8)


[TURN OVER]


13 Staff retention is one component in the process for the survival and success of any organisation. The appointment of any suitable staff, their integration into the organisation and their day to day management complete the whole process. Briefly advise Susan which steps she can follow in the selection process (12)


[30]

[TURN OVER]

**SECTION B**

Answer **ANY TWO** (2) of the following three (3) questions in this section, in the space provided for each question.

**QUESTION 2**

2 1 South Africa has a long history of unionism Name **FOUR** major union federations in South Africa (4)


2 2 Employees form an extremely important part of an organisation and may join a trade union. Provide seven reasons why workers join unions (7)


**[TURN OVER]**

2.3 Recruitment is about attracting a pool of potential candidates, from which the ideal candidate can be selected, and doing so as cost effective as possible Outline the steps in the recruitment process (9)


[20]

**QUESTION 3**

3.1 Incentives are rewards that are received for good performance Discuss **FIVE** examples of financial rewards. (10)


3.2 Identify and explain at least five (5) training and development methods that are mostly used by organisations (10)


**[TURN OVER]**




[20]

**QUESTION 4**

4 1 Tabulate **SIX** differences between a manager and a leader (12)

Manager	Leader

4 2 Explain **EIGHT** reasons why a contract of employment can be terminated (8)


[20]

**TOTAL [70]**

**ROUGH WORK PAGE 1**  
(Will not be marked)

**[TURN OVER]**

**ROUGH WORK PAGE 2**