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| FACULTY/COLLEGE | College of Business and Economics |
| SCHOOL | Johannesburg Business School |
| DEPARTMENT | Industrial Psychology & People Management |
| CAMPUS(ES) | APK, SWC |
| MODULE NAME | Human Resource Management 1B |
| MODULE CODE | HRM1BB1 |
| SEMESTER | Second |
| ASSESSMENT OPPORTUNITY, MONTH AND YEAR | SSAO – Supplementary Summative Assessment Opportunity January 2020 |

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| ASSESSMENT DATE | January 2020 | SESSION | TBA |
| ASSESSOR(S) | Dr Roslyn De Braine, Ms Kgomotso Mopolami | | |
| MODERATOR(S) | Dr Calvin Mabaso | | |
| DURATION | 2 hours (120 Mins) | TOTAL MARKS | 100 |

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| NUMBER OF PAGES OF QUESTION PAPER (Including cover page) | 5 |
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INFORMATION/INSTRUCTIONS:

- This is a closed-book assessment.
- Answer all questions
- Read the questions carefully and answer only what is required.
- Number your answers clearly and correctly as per the question paper.
- Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.

QUESTION 1**[20 MARKS]**

Questions 1.1 to 1.20 are multiple-choice questions designed to assess your ability to think critically about what you learnt. Please recite each question carefully before reading the answer options. Be aware that some questions may seem to have more than one right answer, but you are to look for the most appropriate answer. **Choose only the correct alphabet; do not write full answers.**

- 1.1 Which description best characterises the role of human resources in recruitment? (1)
- a. Being aligned to the organisation's culture
 - b. HR is required to use the most cost and effective sources to get the best talent to apply for the organisation's vacancies
 - c. Developing the national standards
 - d. Dealing with organisations that practice unfair discrimination
- 1.2 Why are recruitment policies necessary for organisations? (1)
- a. To eliminate unskilled employees
 - b. A good recruitment policy is used to advise other organisations on the best suitable candidates
 - c. A good recruitment policy reflects the organisation's overall business strategy
 - d. To describe the legislative framework to managers
- 1.3. Human Resource Management's role is to help job applicants complete their CVs. (1)
- a. True
 - b. False
- 1.4. Human Resource Management must use the most cost effective sources to recruit applicants for an organisation's vacancies. (1)
- a. True
 - b. False
- 1.5. The Employment Equity Act allows organisations to discriminate against job applicants in the selection process based on: (1)
- a. Religious background of the applicant
 - b. Inherent requirements of the job
 - c. Facial features of the applicant
 - d. Socio-economic background of the applicant
- 1.6. Which of these are not considered red flags to look out for in application forms: (1)
- a. Time gaps in employment
 - b. Unsubstantiated data
 - c. Clear reasons for leaving previous jobs
 - d. All employers listed out of business.
- 1.7. Selection means choosing the person that least fits the job and organization. (1)

- a. True
 - b. False
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- 1.8. What is not regarded as an objective of induction? (1)
- a. Integrates the new employee into a team
 - b. Celebrates the new employee's dismissal
 - c. Anticipates and answers any questions from the new employee
 - d. Makes policies and procedures more clear
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- 1.9. HR is the only party responsible for inducting new employees. (1)
- a. True
 - b. False
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- 1.10. What is not covered as a general topic in induction? (1)
- a. Pay scales
 - b. Company policies and procedures
 - c. Employee benefits
 - d. Relationship to other jobs
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- 1.11. Remuneration includes both financial and non-financial extrinsic rewards. (1)
- a. True
 - b. False
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- 1.12. What is not regarded as an intrinsic reward? (1)
- a. Autonomy
 - b. Participation in decision-making
 - c. Compliments
 - d. Interesting work
-
- 1.13. External equity deals with comparisons of rewards across different jobs within the same organization. (1)
- a. True
 - b. False
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- 1.14. The techniques of job evaluation and pay restructuring are used to establish individual equity. (1)
- a. True
 - b. False
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- 1.15. An employment contract is a contract between an employer and an employee for tendering and hiring of employees' services; and its elements include: (1)
- a. Non-voluntary agreement
 - b. Entails two legal parties
 - c. Has a definite period
 - d. Employee own choice to perform duties of the employer

- 1.16. The EEA defines suitably qualified candidates as those who have one or a combination of the following: (1)
a. Formal qualifications
b. Prior learning
c. Relevant experience
d. All of the above
- 1.17. Sexual harassment is recognised as unfair discrimination. (1)
a. True
b. False
- 1.18. A result based approach to measurement and evaluation of HR's ability to improve organisational performance enables HR staff to focus on unimportant activities. (1)
a. True
b. False
- 1.19. According to the SABPP, an HR audit ensures that HR controls quality and consistency in accordance with the spirit of good governance as documented in King IV. (1)
a. True
b. False
- 1.20. What is not regarded as a value of an HRIS? (1)
a. Increases efficiency and reduction of errors
b. Used as a tool for strategic planning
c. Allows miscommunication between various parts of an organisation
d. Speeds up decision-making

QUESTION 2

[12 MARKS]

- 2.1 Identify two internal recruitment methods. (2)
- 2.2 Discuss the advantages and disadvantages of external recruitment. (6)
- 2.3 Identify both internal (2) and external (2) factors influencing recruitment (4)

QUESTION 3

[14 MARKS]

- 3.1 Define selection. (2)
- 3.2 Illustrate through the use of a diagram the 12 steps of the selection process. (12)

QUESTION 4

[13 MARKS]

- 4.1. Induction plays a critical role in the recruitment process as it introduces the new employee to the organisation's goals and objectives. However, at times organisations do not pay much attention to this. Describe the common reasons why organisations do not pay enough attention to induction (3)

- 4.2. By means of a diagram, illustrate the induction process from the start, to induction, to training and development. (10)

QUESTION 5

[13 MARKS]

- 5.1. Define the term “remuneration”. (3)
- 5.2. Describe the remuneration policy as part of the Human Resources Management Policy (3)
- 5.3. Define job evaluation and provide one job evaluation method. (3)
- 5.4. Name 4 emerging pay systems. (4)

QUESTION 6

[14 MARKS]

- 6.1. Define an employment contract. (4)
- 6.2. Explain circumstances where medical testing is permissible. (3)
- 6.3. Chapter 2 of the Constitution of RSA (Act No. 108 of 1996) enshrines the rights of all people in the country and affirms the democratic values of human dignity, equality and freedom. Clearly, describe the rights that the worker and the employer has, as stipulated in the Bill of Rights. (5)
- 6.4. What constitutes unfair discrimination according to the Employment Equity Act? (2)

QUESTION 7

[14 MARKS]

- 7.1. Describe the HR scorecard approach. (3)
- 7.2. What are the four key elements of a workforce scorecard? (4)
- 7.3. Identify 3 application areas of HRISs in HRM. (3)
- 7.4. Define accountability in HRM within the context of greater integration and transparency in corporate reporting. (3)

END OF PAPER/100 MARKS