



**College of Business and Economics**  
**School of Management**  
**Department of Business Management**  
**FINAL SUMMATIVE ASSESSMENT**

<b>SUBJECT:</b>	Human Resource Management
<b>CODE:</b>	HC1HRMT
<b>DATE:</b>	12 June 2020
<b>TIME ALLOWED:</b>	120 Minutes
<b>TOTAL MARKS:</b>	100

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<b>MODERATOR:</b>	Dr J le Roux
<b>NUMBER OF PAGES:</b>	9

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**INSTRUCTIONS:**

1. This is a closed-book assessment.
2. Question papers must be handed in together with your answer books.
3. Read the questions carefully and answer only what is asked.
4. Answer all questions:
  - Answer **Section A** on the appropriate page at the back of your answer book.
  - Answer **Section B** in the answer book.
5. Number your answers clearly.
6. Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
7. Structure your answers by using appropriate headings and subheadings.
8. The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

**SECTION A**

**[20 MARKS]**

**QUESTION 1**

Exposing the new employee to the working environment, and employment terms and conditions is known as \_\_\_\_\_

- A Induction
- B Career management
- C Socialisation
- D Talent management

**QUESTION 2**

\_\_\_\_\_ is one challenges influencing how HR practitioners as they deal with employees from different backgrounds with unique ideas.

- A Empowerment
- B Change and renewal
- C Diversity
- D Organisational values and culture

**QUESTION 3**

\_\_\_\_\_ is a strategy to employ competent people, retain and develop them.

- A Talent planning
- B Recruitment
- C Employment and onboarding
- D Talent management

**QUESTION 4**

The process of advertising a position to attract, select and employ a suitable candidate is called \_\_\_\_\_.

- A Talent planning
- B Recruitment
- C Employment and onboarding
- D Talent management

**QUESTION 5**

\_\_\_\_\_ entails delegating certain responsibilities to employees and move them around to different departments in an effort to expand their scope.

- A Employee development
- B Career management
- C Performance management
- D Talent management

**QUESTION 6**

\_\_\_\_\_ is a typical example of a motivator factor.

- A Employee satisfaction
- B Skills
- C Promotion opportunities
- D Job stability

**QUESTION 7**

Needs such as family, health and employment relate to \_\_\_\_\_.

- A Physiological needs
- B Safety needs
- C Esteem needs
- D Love and belonging needs

**QUESTION 8**

\_\_\_\_\_ is a typical example of a hygiene factor.

- A Employee satisfaction
- B Skills
- C Promotion opportunities
- D Job stability

**QUESTION 9**

The outcome of rewarding employees as a result of their effort and performance is the \_\_\_\_\_ model/theory.

- A Vroom's expectancy theory
- B Porter and Lawler's expectancy theory
- C Job characteristic model
- D Two-factor theory

**QUESTION 10**

Needs such as food, drink and shelter are known as the \_\_\_\_\_.

- A Physiological needs
- B Safety needs
- C Esteem needs
- D Love and belonging needs

**QUESTION 11**

The process of identifying the work performed and the working conditions for each of the jobs within organisations is known as a \_\_\_\_\_.

- A Job analysis
- B Job description
- C Job specification
- D Job identification

**QUESTION 12**

\_\_\_\_\_ is the statement of the personal characteristics needed to perform the job.

- A Job analysis
- B Job description
- C Job specification
- D Job identification

**QUESTION 13**

\_\_\_\_\_ is a written statement of what the worker actually does, how he/she does it, and what the job's working conditions are.

- A Job analysis
- B Job description
- C Job specification
- D Job identification

**QUESTION 14**

\_\_\_\_\_ is a typical internal source that a company can use to recruit employees.

- A Referrals
- B Internet
- C Employment agencies
- D Tertiary institutions

**QUESTION 15**

Which one of the following which forms part of the HRM strategy pillars involves the process of getting employees into the business?

- A Employment and onboarding
- B External environmental factors
- C Talent management
- D Organisational behaviour management

**QUESTION 16**

\_\_\_\_\_ is a structure consisting of different stakeholders such as management, employees, HR and trade union representatives, and is formed to formulate, monitor and evaluate the implementation of the ethical code of conduct.

- A Ethics committee
- B. Trade unions
- C. Whistle blowing
- D. Leadership

**QUESTION 17**

The leader who subscribes to the Theory X leadership style thinks that \_\_\_\_\_.

- A Employees are willing to contribute ideas
- B Employees are disciplined
- C Employees only work because they want money
- D Employees don't resist change

### QUESTION 18

All human resource managers are responsible for compliance with \_\_\_\_\_ laws.

- A labour
- B government
- C economic
- D remuneration

### QUESTION 19

Which of the following is one of the foundations of talent management, a second pillar of the HRM strategy model?

- A Leadership
- B Diversity
- C Wellness
- D Renewal

### QUESTION 20

\_\_\_\_\_ is about fulfilling one's potential and growing in all aspects of life.

- A Physiological needs
- B Safety needs
- C Esteem needs
- D Self – actualisation needs

**SECTION B****[80 MARKS]****QUESTION 1****[30 MARKS]**

There are three main focus areas of HRM, namely employment and onboarding, talent management and organisational behaviour management. Discuss any five (5) factors for each focus area.

**QUESTION 2****[20 MARKS]**

- 2.1 Frederick Herzberg states that employees are motivated by hygiene and motivator factors. Use the table below to **list** six (6) hygiene and four (4) motivator factors. (10)

Hygiene factors	Motivator factors

- 2.2 Define the job analysis concept. (2)
- 2.3 The **job analysis process** consist of eight (8) steps. **Explain** these steps in the correct sequence. (8)

**QUESTION 3****[30 MARKS]**

- 3.1 Define the following concepts:
- Training (1)
  - Development (1)
- 3.2 According to Lussier and Hendon, the training and development process consists of five (5) steps. **Discuss** these steps. (10)



- 3.3 Nel *et al.* (2014) assert that there is a difference between a manager and leader. Use the table below to **differentiate between a leader and a manager** based on the five (5) measures. (10)

Measures	Leader	Manager
Change		
People		
Power		
Task		
Commitment to goal		

- 3.4 Lussier and Hendon (2016:384) propose a four stage process for resolving conflict. **Describe** the four (4) steps of conflict resolution. (8)

**END OF ASSESSMENT**