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FACULTY/COLLEGE	College of Business and Economics
SCHOOL	School of Tourism & Hospitality
DEPARTMENT	Tourism Management
CAMPUS(ES)	APB
MODULE NAME	Human Resources Management
MODULE CODE	RTB22A2/TTM22A2
SEMESTER	1
ASSESSMENT OPPORTUNITY, MONTH AND YEAR	Final Summative Assessment Opportunity

ASSESSMENT DATE	4 JUNE 2020	SESSION	MORNING
ASSESSOR(S)	MR L MAKONI		
MODERATOR(S)	DR V HARILAL		
DURATION	120minutes	TOTAL MARKS	100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	5

INFORMATION/INSTRUCTIONS:
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- This is a take home online assessment.
- Answer all questions
- Answer each question in a separate space
- Read the questions carefully and answer only what is required.
- Number your answers clearly and correctly as per the question paper.
- Open a new work document and fill in your details
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QUESTION 1 (Multiple choice questions)   **[15 MARKS]**

Various possible answers are provided as answers to the following questions. Choose the correct answer and write only the answer next to the question number **(e.g. 1.16 B)**

1.1	The following is not part of the HR cone	A	Finding qualified workers
		B	Dismiss qualified workers
		C	Developing qualified workers
		D	Keeping qualified workers
1.2	Process by which management systematically investigates the tasks, duties and responsibilities of a job is known as_____	A	Job description
		B	Job specification
		C	Job analysis
		D	Job design
1.3	One of the defence mechanisms when reacting to frustrations is_____	A	Fixation
		B	Breeding
		C	Overt
		D	Covert
1.4	The following is one of the functional outcomes of a conflict:	A	Reduction in group cohesiveness
		B	Retarding of communication as individuals withdraw
		C	May lead to destruction of a group, and thus potentially threaten a group's survival
		D	Fosters and environment of self-evaluation and change
1.5	Structures, procedures and policies to be put in place to ensure constructive relations between management and workers do not include the following	A	Coaching
		B	Briefing
		C	Dismissing
		D	Performance appraisal
1.6	Who is responsible in motivating employees at a workplace	A	Managers only
		B	Managers, employees, clients, external stakeholders
		C	Managers and other employees only
		D	Managers and other top level personnel only
1.7	When forecasting, HR managers must consider the following	A	Economic growth
		B	New developments in business
		C	The labour market
		D	All of the above
1.8	The following is part of a company's compensation components:	A	Car
		B	New clothing
		C	Clearing outstanding debts
		D	None of the above
1.9	It is very crucial for HR managers to _____when making efforts to	A	Recruit often
		B	Train employees often

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	ensure that there is a balance between demand and supply of human resources	C	Forecast often
		D	Compensate employees often
1.10	The process of trying to determine which individuals are best suited to fill in positions in the organisation, taking into account individual differences, is known as:	A	Selection
		B	Recruitment
		C	Placement
		D	Induction
1.11	This happens immediately after the successful candidate if selected	A	Placement and induction
		B	Training and development
		C	Recruitment and selection
		D	Job description and specification
1.12	A set of systematic and planned activities designed by an organisation to provide its members with the opportunities to learn necessary skills to meet current and future job demands is called_____	A	Human resource planning
		B	Human resource forecasting
		C	Human resource retention
		D	Human resource development
1.13	Staff retention means _____	A	Appraising employees
		B	Developing employees
		C	Keeping employees
		D	Motivating employees
1.14	Staff turnover means_____	A	The rate at which employees are complaining about their jobs
		B	The rate at which employees are coming and leaving the company
		C	The rate at which employees are demotivated in the company
		D	The rate at which the working environment is not conducive to the employees
1.15	The business can also provision for the following to the selected individual	A	Money to buy his/her new outfit for the first day at work
		B	Money for transport to the company and to settle in the new environment
		C	Money to host a celebration for the new job
		D	Money to clear all of his/her outstanding debts

QUESTION 2 (Matching columns)   [15 MARKS]

Match the following explanations to the given concepts. Choose the correct concept for an explanation and right the letter next to the question number **(e.g. 2.16. K)**

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	COLUMN A		COLUMN B
2.1	Job analysis	A	Management systematically investigates the tasks, duties and responsibilities of a job
2.2	Job description	B	Is created to resemble the employee's actual work area and is performed with the aid of an instructor who demonstrates on the same kind of machine and uses processes the trainee will use on the job.
2.3	Job specification	C	If a training programme is good for one employee, then it must be good for everyone. So it is implemented throughout the organisation
2.4	Recruitment	D	Designed to develop the analytical and problem-solving skills of lower level managers
2.5	Forecasting	E	Those forces within a person that affect his/her direction, intensity and persistence of behaviour that is within the control of the person
2.6	Vestibule/assimilation	F	Description of the types of decisions that the employee with have to take will be stated
2.7	Shotgun	G	To balance human resource supply and human resource demand
2.8	Appraisal	H	A process in which a new employees is oriented into the organisational structure and culture
2.9	Motivation	I	Offers insight into an individual's performance, and they provide a standardized way to make comparisons among employees for salary or promotional-based decisions
2.10	Quality control	J	Personal qualifications an employee must possess in order to perform duties listed in the job description
2.11	In-basket	K	To ensure that a sufficient number of applicants apply for the various jobs in the business, as and when required
2.12	Induction	L	Monitoring how successfully the plans were implemented or how effectively the goals were achieved
2.13	Selection	M	The rate at which employees come and leave the organisation
2.14	Retention	N	The most qualifying applicants are considered for interviews
2.15	Turnover	O	Having strategies in place to keep employees

QUESTION 3 (True or False statements)   [15 MARKS]
Indicate whether the following statements are TRUE or False. Only write the answer, T or F next to the question number **(e.g. 3.16. T)**

	Statement
3.1	Planning is usually considered as the first step in the control process
3.2	Performance appraisal helps to know whether the employees have met the expectations or not, or if they have performed exceptionally well
3.3	Vestibule or assimilation means that if one approach is good one employee then it is good for all other employees

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3.4	HR forecasting is done to ensure that there is a balance between human resource supply and human resource demand in an organisation
3.5	If an employee is not able to perform his/her job, he/she will have to be dismissed
3.6	The control process can be defined as the process of establishing and implementing mechanisms to ensure that the objectives of the organisation are achieved.
3.7	Economic growth can also be put into consideration when forecasting for human resources
3.8	Job description details the knowledge, skills and abilities relevant for the job
3.9	Anxiety may be defined by a set of circumstances under which an individual cannot respond adequately or instrumentally to environmental stimuli
3.10	A grievance is an employee's response to a real, perceived or alleged breach of the terms of the employment contract
3.11	Several different environmental factors influence the way an organisation's human resources are managed
3.12	An organisation needs a control process because even the best-laid plans may go wrong
3.13	In process approaches to motivation, theories suggest that needs change
3.14	In content based approaches to motivation, employees should participate in making decisions about important work outcomes
3.15	Abraham Maslow's expectancy theory has three concepts which are expectancy, instrumentality and valence

QUESTION 4   [55 MARKS]

4.1   Briefly discuss the specifications of the following three employment acts of South Africa:
4.1.1 Labour Relations Act (No. 66 of 1995)   (5)
4.1.2 Basic Conditions of Employment Act (No. 75 of 1997)   (5)
4.1.3 Employment Equity Act (No. 55 of 1998)   (5)

4.2 Theories of motivation helps employers to understand how their employees can be motivated and perform better in the workplace. One of the best-known theories of motivation is the Maslow's hierarchy of needs. Briefly discuss how each of the five needs of employees according to Maslow can be met by the employers in the workplace.   (5x 4= 20)

4.3 Discuss five ways of providing a positive feedback to the employees.   (5x2= 10)

4.4 Discuss the five factors that HR managers need to consider in order to attract and retain employees.   (5x2= 10)

TOTAL MARKS= 100

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