

UNIVERSITY OF FORT HARE

**DEPARTMENT OF APPLIED MANAGEMENT,
ADMINISTRATION AND ETHICAL LEADERSHIP**

**HUMAN RESOURCES MANAGEMENT
BEC213 & BEC213E**

**MAIN EXAMINATION
JUNE/JULY 2025**

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Time: 2 HOURS
Subject: BEC213E
Marks: 75



This paper consists of 4 pages including the cover page

University of Fort Hare
Together in Excellence

Internal Examiners: Mrs Anesipho Fobosi

Dr Mari Ford

Moderator: Assoc Prof Juliet Townes

INSTRUCTIONS

1. Answer ANY THREE questions.
2. Number the questions correctly.
3. Write your student number and name on your answer books.
4. Write legibly.
5. Enter the numbers of the questions answered on the front cover of your answer books.
6. Indicate the number of answer books handed in on the front cover of each book.

QUESTION 1:

Sipho is employed at a retail outlet in East London. He works six days a week from 8:00 to 18:00 and on public holidays, but is not paid overtime. He recently missed work for two days due to stress, but was told that he would not be paid unless he produced a doctor's note. When he returned, he was fired for not reaching sales targets.

- a) Identify and explain the relevant FIVE relevant sections of the BCEA that have been violated. (10)
- b) According to the LRA, what are the legal reasons for dismissal? (10)
- c) Analyse the fairness of Sipho's dismissal in light of your answer above. (5)

QUESTION 2:

2.1 SkillBridge is a small training consultancy that has grown quickly. However, employee mistakes have led to client complaints. The director, who never formalised a training plan, insists "learning on the job" is enough. The company is not registered with any SETA and does not keep training records.

- a) Outline the benefits of having a formal training and development programme. (10)
- b) Describe three training methods that SkillBridge could implement. (6)

2.2 Bayi Motors conducted an employment equity audit. They discovered that over 80% of administrative roles were held by women, while technical roles were dominated by men. During recruitment, ads are often phrased as "strong male technician needed" or "female receptionist preferred." The HR manager claims this is for "cultural fit."

- c) Identify three potential violations of the EEA in this case. (6)
- d) Explain how the job description can help prevent bias in recruitment. (3)

QUESTION 3:

3.1 Ziyanda, a senior marketing assistant, discovered her male colleague, recently hired for the same role, earns R5,000 more. She also learned he received a bonus, while she did not. When she raised this with HR, she was told "he negotiated better." HR refuses to disclose pay scales.

- a) Explain the difference between internal, external, and individual equity and how each applies here. (10)
- b) Identify two ways the organisation can ensure fair and transparent compensation. (5)

3.2 Urban Café recently hired several student baristas. Customers have complained about slow service and incorrect orders. The manager scolds staff in front of customers and has threatened to fire them. No formal warnings have been issued. One employee, Lesedi, was told not to return after being 10 minutes late twice in a week.

- c) What are the correct steps in managing poor performance that the manager failed to follow? (10)



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QUESTION 4:

Naledi is employed as a junior project administrator at GreenFields Construction. Over the past three months, she has experienced repeated tension with her supervisor, Mr. Dlamini. He frequently criticises her in front of others, assigns her additional tasks late in the day, and once publicly blamed her for a site scheduling error that she had flagged in advance.

Naledi attempted to raise her concerns verbally with Mr. Dlamini, but he dismissed her, saying she was "too emotional." She then approached HR, who told her to "sort it out with him directly." Frustrated, Naledi sent an email to the HR manager formally lodging a complaint. No response was received. Two weeks later, she was issued a written warning for "insubordination" after questioning one of Mr. Dlamini's instructions in a team meeting.

Last week, she was asked to attend a disciplinary hearing without prior notice. At the hearing, she was told she could not bring a colleague for support. The hearing concluded with a second written warning for “ongoing attitude problems.”

- a) Discuss the correct grievance procedure an employer should follow and evaluate how GreenFields failed to support Naledi. (5)
- b) What are the principles of procedural and substantive fairness, and how were these violated in Naledi’s case? (10)
- c) Describe the dispute resolution process Naledi could follow through the CCMA, including what steps she must take and what outcomes are possible. (10)

QUESTION 5:

A new HR manager is hired at a logistics company with no formal job descriptions or planning processes. The result has been duplicated roles and staff shortages in key areas.

- a) Discuss the difference between job description, job specification and job profiling. (10)
- b) Outline the steps of the HR planning process and explain how this would help solve the company’s problems. (15)

[OVERALL TOTAL 75 MARKS]