



University of Fort Hare  
*Together in Excellence*

**UNIVERSITY OF FORT HARE**

**HRM PROCUREMENT  
HRM 215**

MAIN EXAMINATION

JUNE 2023

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TIME : 3 HRS.

SUBJECT : HRM PROCUREMENT

MARKS : [100] Marks

**This paper consists of 6 pages including the cover page**

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**INSTRUCTION:**

Read carefully and answer **ALL** the **questions** provided in this paper.

### Question 1

This section consists of multiple choice questions. Please choose the correct answer among the four options given for each question. Please write ONLY the letter next to the question number, E.G.: 1.1. D

- 1.1. Employers can play a major part in reducing energy use, water and paper
  - a) Political context
  - b) Social context
  - c) Environmental context
  - d) Legal context
- 1.2. Some of the talent management activities that fall under administrative excellence include
  - a) Managing induction processes
  - b) It requires robust forms of performance management
  - c) Their appeal to the consumer is value for money
  - d) All of the above
- 1.3. One of the eight major life interests that motivate people and can be summarized by people who tackle problems using theory and abstract thinking
  - a) Managing people and relationships
  - b) Theory development and conceptual thinking
  - c) Influence through language and ideas
  - d) Quantitative analysis
- 1.4. One of the reasons for employee absence include
  - a) Employee attitudes
  - b) Dissatisfaction with work
  - c) Economic climate
  - d) All the above
- 1.5. Step 5 of the employer branding exercise is
  - a) Execute and measure
  - b) Understand your organisation
  - c) Develop standards to measure the fulfilment of the brand promise
  - d) Create a compelling brand promise
- 1.6. Stage 1 of succession planning is
  - a) Define the capabilities that each of these positions will require in the future
  - b) Identify and assess possible candidates for these positions
  - c) Identify the critical positions that are to be included in the process
  - d) Regularly review the progress of identified successors
- 1.7. One of the critics to the traditional approach to succession planning is that
  - a) There is less secrecy
  - b) There is less precision
  - c) There is no wide range of developmental techniques
  - d) It tends to produce clones of existing leaders
- 1.8. One of the major causes/ reasons for leaving/ turnover include
  - a) Information age
  - b) Pull factors
  - c) Exit routes
  - d) Staff attitude surveys
- 1.9. The final stage to the traditional approach to recruitment and selection is

- a) Induction
- b) Job analysis
- c) Person specification
- d) Appointments

1.10. The following perceptions of job by job holders are particularly significant in employee retention

- a) The job is meaningful or significant
- b) A variety of skills is used
- c) There is ability to work with a degree of autonomy
- d) All of the above

10 Marks

**Question 2**

This section consists of True/ False questions. Please answer all questions. Please ONLY indicate when the following statements are True or False by writing True or False next to the corresponding question number. E.G. 2.1. True

STATEMENT
2.1. The aim of staffing in talent management is ensuring than an organisation can meet its objectives through its staff members
2.2. Employment law plays an increasing role in influencing resourcing and talent management policies and practices is an example of social context
2.3. Without effective and objective job analysis as the foundation, it can be difficult to justify decisions in the fields of psychology
2.4. The benefits of employer branding exercise include recruitment, retention and performance
2.5. One of the major causes of employee absence include lack of incentives
2.6. When successfully carried out, succession planning ensures a smooth transfer when one senior person leaves and is replaced by another
2.7. Enhanced reputation as an employer is one of the benefits of having formal succession plans
2.8. Push-type resignations occur when the major cause is the positive attraction of alternative employment
2.9. Unavoidable turnover comprises reasons for leaving that are wholly or mainly outside the control of the organisation
2.10. Using Alumni for succession plans is one of the approaches used by many organisations

10 Marks

**Question 3**

Please match the term in column A with the description in column B. Write only the corresponding letter next to the question number. E.G. 3.1. C

COLUMN A	COLUMN B
3.1. Talent management	A. A basic HR activity which involves examination of job content, job requirements and the context in which the job is performed
3.2. Job analysis	B. A group of activities which aim to ensure that at any time an organisation has sufficient numbers of people with the ability,

	knowledge, personal attributes and experience necessary to step into senior roles when they become vacant
3.3. Taylorist approach	C. A generalised recognition for being known among key stakeholders for providing a high-quality employment experience, and a distinctive organisational identity which employees value, engage with and feel confident and happy to promote to others
3.4. Employer branding	D. The systematic attraction, identification, development, engagement, retention and deployment of those individuals with high potential who are of particular value to an organisation
3.5. Succession planning	E. Involves examining in great detail all the individual tasks that need to be carried out by a team of workers in order to achieve an objective

5 Marks

#### **Question 4**

This section consists of a case study. Read through the case study and answer the questions that follows

*Mary is thinking of opening up her first fast food restaurant (Diner). She has secured enough capital to rent a space, buy required machinery, hire a sufficient number of staff and to advertise her new business venture. Before Mary embarks on this, she seeks the advice of a well-known business man in the area about the important activities that she need to before opening up her business. Mark, the well-known business man advises Mary to conduct a job analysis exercise. This will help her identify the number of staff she will need, the type of machinery to buy, the area when she will most get customers etc. Mary decided to hire the service of an HR professional to assist her with this exercise. One of the key tasks the HR professional completed was drawing up job descriptions and person specifications for all the roles Mary will need to fill in her restaurant*

- 4.1. Define person specification and list the different classes of information or heading that you would mostly find in person specifications (8 Marks)
- 4.2. Once job descriptions are compiled and filed, they can be used in five specific ways. Discuss these ways (10 Marks)

#### **Question 5**

This section consists of short/ long questions. Answer all questions to the best of your abilities. Remember these are long discussion questions, so discuss, but not among each other.

- 5.1. When thinking about any business environment, it is always useful to start by carrying out a PESTLE analysis. Differentiate between the political, legal and technological environments, as they relate to talent management (15 Marks)
- 5.2. What are the typical issues covered by employers when preparing employees for retirement (10 Marks)
- 5.3. Discuss the six 'golden rules' long recognised as being attributes of effective supervision, but often not achieved in practice (18 Marks)
- 5.4. Outline the preventative actions open to managers for eliminating absence rooted in employee dissatisfaction (8 Marks)
- 5.5. Outline the HR metrics that are used to measure the impact of an employer branding exercise (6 Marks)

TOTAL MARKS FOR MAIN EXAM = 100 MARKS

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