education
Lefapha la Thuto la Bokone Bophirima
Noordwes Departement van Onderwys
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NORTH WEST PROVINCE

GRADE 12

TERM 2

REVISION QUESTIONS: HUMAN RESOURCE MANAGEMENT

2020

BUSINESS STUDIES

Sources: DBE Previous Exam Papers and other sources

This document consist of 18 pages.

Introduction:

- This document provides questions from previous DBE question papers intended to assist learners and teachers in focused revision.
- It addresses term 1 content from the broad topic Business Operations which covers human resource management.
- It seeks to address content which is in the Grade 12 Examination Guideline 2020 and possible questions drawn from Questions 5, Question 10 and partly on Question 6 (Miscellaneous) of past DBE papers and other relevant sources
- The document will be helpful to assist learners with in preparing for the new Paper 1 question paper.

Tips:

Study your notes based on a particular topic and try and answer questions to prepare thoroughly for the examination.

Trying to answer questions will expose you to different approaches in which same content can be asked.

Do not check the marking guideline or your notes until you attempted to give your own answers.

TRY TO PRACTICE THE FOLLOWING QUESTIONS:

QUESTION PAPER	QUESTIONS
March 2015	Q5
November 2015	Q5 and Q6 Miscellaneous where applicable:
June 2015	Q5 and
March 2016	Q5 and Q10: essay
June 2016	Q510 and Q6 Miscellaneous where applicable :
November 2016	Q5 and Q10 Miscellaneous where applicable
March 2017	Q10: essay
June 2017	Q5
November 2017	Q5 and Q10 essay
June 2018	Q5 , Q10 Miscellaneous where applicable and Q10 essay
March 2018	Q5&Q^
November 2018	Q5 and Q6
June 2019	Q5 , Q6 and Q10 essay
November 2019	Q5 and Q6 Miscelleneous where applicable

QUESTION 5: BUSINESS OPERATIONS **DBE March 2015**

5.1 Read the scenario below and answer the questions that follow.

Jeff Tyres (Pty) Ltd advertised a workshop manager's position in a national newspaper. The advertisement specified the job requirements and specifications and also stated that all shortlisted candidates will be subjected to screening tests. Successful candidates will be expected to sign an employment contract.

5.1.1 List THREE items that should be included in a job specification for a workshop manager's position. (3)

5.1.2 State THREE details included as contents in the employment contract. (3)

5.1.3 Describe the procedure which Jeff Tyres (Pty) Ltd should follow when selecting candidates. (6)

5.2 Distinguish between piecemeal and time-related remuneration. (4)

5.3 Discuss TWO reasons why an employee's contract may be terminated. (6)

QUESTION 5 **SCE JUNE 2015**

5.1 Hullets Timber Pty (Ltd) has a vacancy for a financial accountant.
Describe the recruitment procedure that the human resources manager should follow to fill this vacancy. (9)

5.2 Read the scenario below and answer the questions that follow.

ZAMA CLOTHING
Zama Clothing has a vacancy for a fashion designer. They have advertised the position using the staff notice board, internal emails/memorandums and circulars. Supervisors in various departments have been requested to nominate suitable candidates from the current staff.

5.2.1 Identify the type of recruitment that Zama Clothing applied in the scenario.
Motivate your answer. (3)

5.2.2 Evaluate the type of recruitment referred to in QUESTION 5.2.1 above. (8)

5.3 You are required to be the chairperson during an interview. Discuss your role before conducting an interview. (8)

5.4 Read the scenario below and answer the questions that follow.

Shireez, who operates a glass-fitting business, wants to employ three new workers. She is not sure how to draw up legal employment contracts for the workers.

5.4.1 Define the term employment contract. (2)

5.4.2 Outline the aspects that should be included in an employment contract. (10)

5.4.3 Suggest TWO possible reasons for terminating an employment contract to Shireez. (4)

QUESTION 5 **NSC NOVEMBER2015**

5.1 Name TWO remuneration methods that employees may use to determine the wages of their employees. (2)

5.2 Explain the link between salary determination and the Basic Conditions of Employment Act,1997 (Act 75 of 1997). (4)

5.3 Read the scenario below and answer the questions that follow.

TRUST FURNITURE(TF)
Trust Furniture has vacancies for a sales manager and a warehouse manager. The business has advertised these vacancies in regional newspapers and online social media.

5.3.1 Identify the type of recruitment used by Trust Furniture in the scenario above. Motivate your answer. (3)

5.3.2 Discuss the advantages of the type of recruitment referred to in QUESTION 5.3.1. (8)

5.4 Interviewing is one of the steps used to select new employees.

5.4.1 Outline the purpose of an interview. (4)

5.4.2 Describe the role of the interviewee during an interview. (6)

QUESTION 6 **NSC NOVEMBER2015**

6.7 Describe the selection procedure that the Flying Colours Advertising Agency has to follow to select the best candidate for the vacant position of receptionist. (8)

QUESTION 10 **DBE MARCH 2016**

A production manager a Lonin Mine (Pty) Ltd recently resigned from his position to join another company. Mr Amla, the human resources manager at Lonin Mine, has been tasked with appointing a new production manager.

Refer to scenario above and write an essay in which you include the following aspects:

- Explain the selection procedure that Mr Amla should follow to identify the most suitable candidate.
- Discuss the legal requirements of the employment contract the both Lonin Mine (Pty) Ltd and new employee should agree on.
- Advise Mr Amla on reasons for terminating the employment contracts of employees. **[40]**

QUESTION 5 **SCE JUNE 2016**

5.1 Read the scenario below and answer the questions that follow.

WILBUR CLOTHING DESIGNER (WCD)

Wilbur Clothing Designers specialise in men's wear, but want to introduce ladies wear too. The business is looking for a fashion designer who specialises in ladies wear. They have advertised the vacant position in the local newspaper and on the internet.

5.1.1 Identify the type of recruitment used by Wilbur Clothing Designers and motivate your answer. (3)

5.1.2 Analyse the impact of the type of recruitment described in the scenario above. (8)

5.1.3 Name another type of recruitment that Wilbur Clothing Designers could use to find a suitable candidate. (1)

5.2 Interviewing is one of the steps used in the process of appointing new employees.

5.2.1 Describe the purpose of interviewing. (4)

5.2.2 Explain the role of the interviewee/applicant during an interview. (6)

5.3 Explain the difference between *job description* and *job specification*. (4)

5.4 Businesses offer fringe benefits to attract and retain employees.

5.4.1 List FOUR examples of fringe benefits. (4)

5.4.2 Evaluate the impact of fringe benefits on businesses. (6)

QUESTION 6 **SC JUNE 2016**

6.8 Distinguish between piece-meal salary determination method and the time- related salary determination method. (4)

QUESTION 10 **SC JUNE 2016**

Joe is the human resource manager of Spring Water Ltd. He is responsible for the selection and induction of new employees. Spring Water Ltd has to appoint a new bookkeeper within the confines of the Employment Equity Act(EEA), 1998(Act 55 of 1998).

As a human resources consultant /specialist, address the following aspects:

- Discuss the selection process that Joe must follow when appointing the new bookkeeper.
- Elaborate on the legal requirements of the employment contract.
- Suggest aspects that should be included in an induction programme.
- Advise Joe on how to comply with the Employment Equity Act when new appointments are made. **[40]**

QUESTION 5 **DBE NOVEMBER 2016**

5.1 Read the scenario below and answer the questions that follow.

MARGARET GUEST HOUSE(MGH)

Margaret Guest House has advertised a post for a receptionist in the local newspaper. The advertisement included the following aspects regarding the position:

- The receptionist is responsible for making bookings and arranging transport for guests.
- He/She managers the system for safekeeping of the guests' valuables.
- Applicants must have a diploma in administration management.
- Speaking, reading and writing skills English are requirement.

Three years' experience in the hospitality industry will be an advantage.

5.1.1 State TWO job analysis components that MGH used to compile the advertisement. Quote TWO examples of each component from the scenario above.

Draw the table below in the ANSWER BOOK to present your answer.

COMPONENTS	EXAMPLES
A.	1. 2.
B.	1. 2.

(8)

5.1.2 Name the type of recruitment that MGH used to find suitable candidates for the vacant post. Motivate your answer. (3)

5.1.3 MGH has invited shortlisted applicants to an interview. Explain the role of the interviewee/applicant during the interview. (8)

5.2 Explain screening as part of the selection procedure. (4)

QUESTION 10 **DBE NOVEMBER 2016**

SIPHO TRADERS

The management of Sipho Traders recently appointed Kobie as their marketing manager. The business is supposed to orientate and place Kobie accordingly. Kobie expects Sipho Traders to develop his management skills.

As a human resources consultant, give a detailed report on the following human resources activities:

- Explain the purpose of induction and state FIVE aspects that should be included in an induction programme.
- Advise Sipho Traders on the placement procedure they should follow.
- Discuss the implications of the Skills Development Act (SDA), 19989 (Act 97 of 1998) on the human resources function.
- Recommend SIX aspects that must be included in Kobie's employment contract. **[40]**

QUESTION 10 **DBE March 2017**

BUSINESS OPERATIONS (HUMAN RESOURCES AND QUALITY OF PERFORMANCE)

SHAKES MANUFACTURING LTD

Shakes Manufacturing Ltd is large business specializing in the manufacturing of school uniforms. Schools are not happy with quality of SML's products. The management of SML wants to recruit and appoint a production manager to monitor and evaluate their quality processes.

Provide a detailed report on the following aspects:

- Explain the recruitment procedure that SML should follow to fill the vacancy.
- Advise SML on the benefits of inducting the production manager.
- Elaborate on the advantages of monitoring and evaluating SML'S quality processes as a TQM element.
- Recommend ways in which the general manager of SML can contribute to the quality of performance of the business. **[40]**

QUESTION 5: BUSINESS OPERATIONS **DBE SCE 2017**

5.1 Read the scenario below and answer the questions that follow.

JONES TRADERS (JT)

Jones Traders has advertised a vacancy for a senior administrative secretary on their notice board. The successful candidate must meet the following requirements:

- Good interpersonal relations
- Coordinate in-service training for staff
- Excellent computer skills
- Compile reports and give feedback timeously

5.1.1 Quote TWO examples EACH of job description and job specification from the scenario above. Tabulate your answer as follows:

JOB DESCRIPTION	JOB SPECIFICATION

(4)

5.1.2 Identify the type of recruitment that JT used when they advertised the vacant post. Motivate your answer. (3)

5.1.3 Give TWO other sources of the type of recruitment identified in QUESTION 5.1.2. (2)

5.1.4 Explain the procedure that JT should follow to place the new employee. (6)

5.2 Advise Jane, the human resources manager, on her role as the interviewer when preparing for an interview. (8)

5.3 Read the scenario below and answer the questions that follow.

EASY TRADERS (ET)

Emma is an employee at Easy Traders. She often reported late for work and sometimes took business products without permission. Emma refused to correct her negative behaviour despite the fact that management addressed these issues with her. The management of ET decided to terminate Emma's employment contract.

5.3.1 Quote THREE reasons from the scenario why Emma's employment contract was terminated by management. (3)

5.3.2 Give any other reasons for the termination of an employment contract. (6)

QUESTION 5: BUSINESS OPERATIONS **DBE NOVEMBER2017**

5.1 State FOUR aspects that should be included in the employment contract. (4)

5.2 Outline the selection procedure as an activity of the human resources function. (8)

5.3 Read the job advertisement below answer the questions that follow.

VACANCY: FINANCIAL MANAGEMENT

Job title:	Municipal financial manager
Qualifications:	BCom degree
Experience:	Atleast six years financial management at middle level
Key performance areas:	Prepare budgets and manage income and expenditure
Total packages:	R353 920
Other:	Pension fund, medical aid fund and housing subsidy

5.3.1 Identify TWO examples of job description and TWO of job specification in advertisement above. (4)

5.3.2 Give TWO examples of fringe benefits in the scenario above. (2)

5.3.3 Evaluate the impact of fringe benefits in the scenario above. (8)

5.4 Distinguish between piece-meal and time-related method of salary determination. (4)

QUESTION 10: BUSINESS OPERATIONS **DBE NOVEMBER2017**

Human resources managers invest a lot of time, effort and funds to recruit and select the best employees. They realise that their goals and objectives can only be achieved by employing skilled qualified employees. They are also mindful of the fact that their remuneration policies need to comply with the Employment Equity Act (EEA), 1998 (Act 55 of 1998).

Provide a detailed account of the following human resources aspects:

- Explain the meaning of recruitment.
- Analyse the impact of external recruitment on businesses.
- Discuss the role of the interviewer and interviewee during the interview.
- Suggest ways in which the human resources function could comply with EEA. **[40]**

QUESTION 5: BUSINESS OPERATIONS

5.1 State FIVE aspects that should be included in an induction programme. (5)

5.2 Discuss the purpose of an interview as an activity of the human resources function. (6)

5.3 Explain *screening* as part of the selection procedure. (4)

QUESTION 5: BUSINESS OPERATIONS **DBE/MARCH 2018**

5.1 State FIVE aspects that should be included in an induction programme. (5)

5.2 Discuss the purpose of an interview as an activity of the human resources function. (6)

5.3 Explain screening as part of the selection procedure. (4)

5.4 Read the scenario below and answer the questions that follow.

SMART CONSTRUCTION (SC)

Gail and Chris are employees of Smart Construction. Gail is remunerated according to the number of hours spent at work and Chris according to the number of houses built. Gail's employment contract has recently been terminated due to regular absence from work.

5.4.1 Name the methods of remuneration applicable to Gail and Chris.

Motivate your answer by quoting from the scenario above.

Redraw the table below in the ANSWER BOOK and then answer this

METHODS OF REMUNERATION	MOTIVATION
Gail	
Chris	

5.4.2 Quote the reason for the termination of Gail's employment contract from the scenario above.(1)

5.4.3 Give TWO other reasons for terminating an employment contract. (4)

5.5 Distinguish between job description and job specification. (8)

QUESTION 6: BUSINESS OPERATIONS **DBE/MARCH 2018**

6.8 Give FOUR examples of fringe benefits in the workplace. (4)

6.9 Read the scenario below and answer the questions that follow.

JULIA CLOTHING MANUFACTURERS
(JCM)

Tudo has started working at JCM as a forklift operator recently. He was requested to read and sign the employment contract, which included his remuneration and details on the termination of the contract.

6.9.1 Quote TWO aspects from the scenario above, included in Tudo's employment contract. (2)

6.9.2 Advise JCM on any other TWO aspects that must be included in the employment contract. (4)

QUESTION 5: BUSINESS OPERATIONS **DBE/JUNE 2018**

5.1 State SIX aspects that should be included in an induction programme. (6)

5.2 Outline the selection procedure as an activity of the human resources function. (6)

5.3 Describe the role of the interviewee/applicant during an interview. (8)

5.4 Read the scenario below and answer the questions that follow.

EZWENI FURNISHERS (EF)

Ezweni Furnishers have appointed Themba and Thoko as sales managers. They are both paid according to the number of units sold. They also enjoy fringe benefits offered by EF.

5.4.1 Identify the method used by EF to determine Themba and Thoko's salaries. Motivate your answer by quoting from the scenario. (3)

5.4.2 Evaluate the impact of fringe benefits on businesses. (8)

QUESTION 10: BUSINESS OPERATIONS **DBE/JUNE 2018**

TOMMY FINANCIAL SERVICES (TFS)

Tommy Financial Services specialise in accounting and taxation services and are looking for an experienced accountant within the business. The new employee is expected to sign an employment contract and to be placed where he/she will function effectively. The new employee will have to undergo in-service training as well.

Keeping the scenario above in mind, write an essay on the following aspects:

- Discuss the impact of internal recruitment on businesses.
- Explain the legal requirements of an employment contract to TFS.
- Advise TFS on the correct placement procedure.
- Elaborate on the implications of the Skills Development Act, 1998 (Act 97 of 1998) for the human resources function. **[40]**

QUESTION 5: BUSINESS OPERATIONS **DBE/NOVEMBER 2018**

5.1 Name FOUR sources of internal recruitment. (4)

5.2 Outline the purpose of induction as a human resources activity. (8)

5.3 Read the scenario below and answer the questions that follow.

ELZETTE TRADING (ET)

Elzette shortlisted five suitable candidates and invited them for interviews. Candidates were allocated the same amount of time and their responses were recorded. All candidates showed confidence and asked clarity-seeking questions.

5.3.1 Quote from the scenario above the role of the interviewer and interviewee/candidate during the interview.

Use the table below as a guide to answer QUESTION 5.3.1.

ROLE	QUOTES
Interviewer/Elzette	1. 2.
Interviewee/Candidates	1. 2.

(4)

5.3.2 Explain the role of the interviewer when preparing for an interview. (8)

QUESTION 6 BUSINESS OPERATIONS **DBE/NOVEMBER 2018**

6.8 Define placement as a human resources activity. (2)

6.9 Explain TWO salary determination methods that businesses could apply to remunerate their employees. (6)

6.10 Advise the human resources manager on aspects that should be included in an employment contract. (6)

QUESTION 10 **DBE JUNE 2019**

Nizam Tiling is known for its quality products and services. They always ensure that their recruitment procedure is well structured. They offer attractive fringe benefits to their employees and continuously improve on their systems and processes. The production manager encourages employees to produce high quality products to keep customers satisfied.

Keeping the above scenario in mind write an essay on human resources and quality of performance on the following aspects:

- Outline the recruitment procedure.
- Explain the impact of fringe benefits on businesses.
- Discuss the positive impact of continuous improvement to processes and systems on large businesses.
- Advise the production manager on the quality indicators of the production function. **[40]**

QUESTION 5 **DBE JUNE 2019**

5.1 Name TWO salary determination methods that employers may use to determine the wages of their employees. (2)

5.2 Outline THREE roles of the interviewer when preparing for an interview. .. (6)

5.3 Read the scenario below to answer the questions that follow.

SHAKEEL CATTLE FARM (SCF)

Shakeel Cattle Farm advertised a vacancy in a newspaper. Many applicants submitted their application forms. SCF conducted preliminary interviews to select candidates and compiled a shortlist of five candidates.
A written offer was made to the best candidate.

5.3.1 Identify the type of recruitment used by SCF. Motivate your answer by quoting from scenario above. (3)

5.3.2 Quote the selection procedure/steps that SCF applied in the scenario above. (3)

5.3.3 Advise the management of SCF on any other selection procedure/steps that they may consider.

5.4 Discuss the benefits of induction for businesses. (8)

QUESTION 6 **DBE JUNE 2019**

6.8 Give FIVE reasons for termination of an employment contract. (5)

6.9 Explain the difference between quality control and quality assurance. (4)

6.10 Advise the human resource manager on the implications of the Skills Development Act (SDA), 1998 (Act 97 of 1998) on his department. (6)

QUESTION 5 **NW&GAUTENG/SEPTEMBER 2019**

5.1 State any SIX aspects that must be included in an employment contract. (6)

5.2 Outline the selection procedure as human resources activity. (8)

5.3 Identify the salary determination method illustrated by EAC H statement below:

5.3.1 The employees of TGL (Pty) Ltd are remunerated according to the number of hours they spent at work. (2)

5.3.2 Thabo, the financial manager at Troyer Textiles pays employees according to the number of dresses they produce. (2)

5.4 Discuss the TWO components of the job analysis. (6)

5.5 Justify the effectiveness of fringe benefits on businesses as rewarding system. (6)

QUESTION 10 **NW/SEPTEMBER 2019**

BUSINESS OPERATIONS (HUMAN RESOURCES)

CLAUDINA PAINT MANUFACTURERS(CPM)

Claudia Paint Manufacturers is looking for an experienced supervisor. Fatima, the Human Resources manager is expected to conduct interviews, and induct the newly appointed supervisor. CPM will also ensure that the rights of the new employee are protected as outlined in the Labour Relations Act, 1995 (Act 66 of 1995)

Write an essay on following aspects:

- Outline the recruitment procedure that CPM should to fill the vacancy.
- Explain the role of the interviewer before and during the interview.
- Discuss the benefits of induction.
- Advise Fatima on the implications of the Labour Relations Act on the Human resource function. **[40]**

QUESTION 5 **DBE NOVEMBER 2019**

5.1 Name FOUR methods/sources of external recruitment. (4)

5.2 Read the scenario below and answer the questions that follow.

KHAN PRIVATE HOSPITAL (KPH)

Khan Private Hospital has advertised a vacancy for a nurse. The advertisement includes the following aspects regarding the position:

- Applicants must have a diploma in nursing as a minimum requirement.
- Responsible for observing patients and giving medication.
- Two years' experience in nursing will be an advantage.
- Compiling daily reports on the progress of the patients.

The advertisement indicates that only shortlisted candidates will be contacted for an interview.

5.2.1 Quote TWO examples of job description and TWO examples of job specification in the scenario above.

Use the table below as a GUIDE to answer QUESTION 5.2.1.

JOB DESCRIPTION	JOB SPECIFICATION
1.	**1.**
2.	**2.**

5.2.2 Explain the role of the interviewee/applicant during the interview. (8)

5.3 Discuss the implications of the Skills Development Act (SDA), 1998 (Act 97 of 1998) on the human resources function. (6)

5.4 Evaluate the impact of fringe benefits on businesses. (8)

QUESTION 6 **DBE NOVEMBER 2019**

6.10 Read the scenario below and answer the questions that follow.

SKY LTD
Helen has been working for Sky Ltd for the past 30 years. The management terminated her employment contract when she reached the age of 65.

6.10.1 Identify the reason why Helen's employment contract was terminated. Motivate your answer by quoting from the scenario above. (3)

6.10.2 Explain other reasons for the termination of an employment contract. (4)

6.11 Discuss the purpose of induction as a human resources activity. (4)