



**The Association of Business Executives**

**NQF**

**Certificate**

**4.1 PA**

**Personnel Administration**

**Tuesday 9 June 2015, Afternoon**

1. Time allowed: **3 hours**.
2. Answer **any four** questions.
3. All questions carry **25 marks**. Marks for subdivisions of questions are shown in brackets.
4. **No books, dictionaries, notes or any other written materials are allowed in this examination.**
5. Calculators, including scientific calculators, are allowed provided they are not programmable and cannot store or recall information. All other electronic devices, including mobile phones, are not permitted.
6. **Candidates who break ABE Examination Regulations will be disqualified from the examinations.**
7. Question papers must not be removed from the examination room.



**Answer any four questions**

- Q1** HRM provides a service to the organisation in which it is operating.
- (a) Explain how the culture of the organisation affects the work of the HRM department. **(15 marks)**
  - (b) Describe the services that the HR function provides to other functions in the organisation. **(10 marks)**
- (Total 25 marks)**
- Q2** Your organisation is focusing strongly on customer service this year and has asked you to put together a training programme for all employees. Your objective is to improve their customer service skills. Outline the training programme that you would provide. **(25 marks)**
- Q3** It is important that we continue to learn because everyone can develop their skills, and improve their current performance.
- (a) Explain why continuous professional development is important. **(10 marks)**
  - (b) Outline the competencies and skills which are required by a Personnel Administrator. **(10 marks)**
  - (c) Outline a personal development plan for yourself that includes two appropriate activities. **(5 marks)**
- (Total 25 marks)**
- Q4** You work for a retail organisation which has decided to open a new store. There will be a need to recruit new employees to work in this store.
- (a) Describe the planning that would need to take place to ensure that the right numbers of employees with the right skills were recruited to work in the store. **(10 marks)**
  - (b) Describe the recruitment process that would need to be followed to ensure that the best people were recruited to work in the store. **(15 marks)**
- (Total 25 marks)**

- Q5** Sometimes there are tensions between the employer and employees, or between different groups of employees.
- (a) Explain the factors that can result in poor employer-employee relationships. **(15 marks)**
- (b) Explain how information gathered in exit and pre-retirement interviews can be used to help improve employee relationships. **(10 marks)**  
**(Total 25 marks)**
- Q6** Explain how effective communication in an organisation can increase the commitment and engagement of employees. In answering the question you should refer to different forms of communication. **(25 marks)**
- Q7** Your organisation has decided to run a graduate trainee scheme, and wants to recruit ten graduates in different functions across the organisation.
- (a) Identify where the organisation might place the advertisement for these jobs, and recommend the best option. Give reasons to justify your choice.  
(Note: you are being asked for recruitment approaches, not selection methods.) **(15 marks)**
- (b) Write an advertisement for the graduate trainee scheme. **(10 marks)**  
**(Total 25 marks)**
- Q8** You are the Personnel Administrator at your organisation but you are now leaving the organisation and have been asked to recruit your replacement.
- (a) Identify the information you would gather to determine whether an applicant would be successful in the job. **(10 marks)**
- (b) Outline the information you would need to record about each of the applicants on your computerised system. **(8 marks)**
- (c) Explain the factors you should consider concerning the holding of this information on the computerised system once the recruitment decision has been made. **(7 marks)**  
**(Total 25 marks)**

**End of question paper**

