

UNIVERSITY OF SWAZILAND
INSTITUTE OF DISTANCE EDUCATION
DEPARTMENT OF BUSINESS ADMINISTRATION
SECOND SEMESTER EXAMINATION: ACADEMIC YEAR 2015/2016

MAY 2016

COURSE TITLE : Human Resources Management
COURSE NUMBER : IDE BA307/BA409
TIME ALLOWED : 3 Hours

INSTRUCTIONS

1. This paper consists of section (A) and Section (B)
2. Section A is compulsory (Case Study)
3. Answer any three questions from section (B)

In assessing your work consideration will be given to the **accuracy of language, quality of expression and layout/presentation** of your final answer

FOCUS AND ALL THE BEST!!!

SECTION A: CASE STUDY (40 marks) – Compulsory

READ THE CASE STUDY BELOW AND ANSWER THE QUESTIONS THAT FOLLOW

APPOINTING A SUCCESSOR

Following the retirement of Sandziso Msutfu as the Director of Human Resources for Blue Harbour Ltd, Julius Masombuka, Compensation and Benefits Manager, has been promoted to the position. The Chief Executive Officer, John Mathews, has a very high opinion of Julius. Since Julius was promoted, the next most senior position in the HR Department, Julius's previous role as Compensation and Benefits manager, has remained vacant. John has left the responsibility of filling this position to Julius. It is company policy to promote from within, so the choice has come down to Phindile Thikazi, Employee Relations Manager, or Felix Masuku, Training and Development Manager.

Felix has been with the company for three years and has shown himself to be dedicated, results – oriented and enthusiastic. He has also received above –average performance ratings during his employment with Blue Harbour Ltd. In Julius's opinion, Felix is his natural successor.

Phindile Thikazi has been with the company for 15 years and is regarded as a reliable and competent manager. She has shown unusual ability in handling employment relations problems. However, Julius feels that Phindile is too quiet and serious to hold the second-most senior HR position in the company. Julius feels that Phindile is not a leader and lacks Felix's charisma. As a result, he decides to promote Felix.

Julius communicates his decision to Felix, but does not discuss the matter with Phindile or give her any advance notice of his decision. When Phindile sees the announcement on the noticeboard, she immediately goes to Julius to express her disappointment. She also takes the matter to the Chief Executive Officer. During her meeting with John, Phindile makes it clear that she had counted on getting the promotion because of her good performance and her long service. Moreover, in response to Julius's criticism that she lacks leadership ability, Phindile reveals that she has recently been elected as President of the Institute of Human Resource Management. But John tells Phindile that the decision is final and he expects her to cooperate with Julius and Felix.

After this, Phindile seems less than enthusiastic. She continues to perform satisfactory, but becomes increasingly withdrawn. Her attitude towards Julius and Felix is polite but cool. Two months later, when recommendations for performance increases are being considered,

Julius and Felix decide that Phindile should be passed over. Completing the appraisal form, Julius shows it to Felix:

Judgement - average, initiative – average, communication – below average, quality of work – above average, quantity of work – average, cooperation – below average.

He then takes it to Phindile, who signs it without comment. Phindile again makes no comment when she does not receive a merit increase. But Julius and Felix feel that she has become even more distant and business-like in his dealings with them.

Question 1

Examine seven key issues that have led to the current situation in the case. **(15 marks)**

Question 2

If you were Julius, what steps would you have taken to introduce a performance appraisal program at Blue Harbour Ltd? **(10 marks)**

Question 3

In view of the many problems associated with performance appraisals, in this case and in organizations elsewhere, should appraisals be abolished? **(15 marks)**

SECTION B (60 Marks)

INSTRUCTIONS

Answer any three questions

Question 1

- (a) Examine why selection interviews remain popular despite findings that as a selection tool, it is flawed. How can the interview be improved **(10 marks)**
- (b) Discuss what happens at each stage of resourcing and what role does the HR Manager at each of these stages. **(10 marks)**

Question 2

- a) Training is designed to assist the organization accomplish its objectives/goals. Discuss how you would utilize the training life cycle to help organizations reach their goals. **(10 marks)**

- b) There are a number of training methods used for both Managerial and non-managerial employee. Discuss these training methods and state why they are critical in the development of both the managerial and non – managerial employees. (10 marks)

Question 3

Employment Relations have evolved over the years. Unions were previously considered the enemy of the Employer. However in recent years studies show that the Unions have become a critical stakeholder in Human Resources. Do you agree with this statement? Substantiate your answer. (20 marks)

Question 4

One of the objectives of compensation/reward is to attract and retain talent employees. Do you agree with this statement? (20 marks)

Question 5

The correlation between Resourcing, Training and Development, Performance Management and Reward is strong. Do you agree with this statement and why? (20 marks)

Question 6

The Future of the HR Profession: Human Resources is continuously evolving. What skills /experience are necessary for the successful HR professional today? (20 marks)