

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION 2007

TITLE OF PAPER: Human Resource Management

DEGREE AND YEAR: Bachelor of Commerce 1V

COURSE NUMBER: BA 413 /IDE BA413 -1 & 2

TIME ALLOWED: Three (3) hours

INSTRUCTIONS

1. THIS PAPER CONSISTS OF SECTION (A) AND (B)
2. THE CASE STUDY SECTION (A) IS COMPULSORY
3. ANSWER ANY THREE QUESTIONS FROM SECTION B

NOTE: You are reminded that in assessing your work, account will be given of the accuracy of language and the general quality of expression, together with the layout and presentation of your final answer.

THIS PAPER MUST NOT BE OPENED UNTIL THE INVIGILATOR HAS GRANTED PERMISSION.

GOOD LUCK!!!

SECTION A CASE:

(Read the case and answer the questions that follow)

Common Identity and Career challenge

Skofela is 50 years old executive with Inyatsi Superfors construction company in Swaziland. Despite his professional engineering training and his good position with the company, Skofela had an identity problem. This conversation between Skofela and Fannie his boss, indicates a mid-career concern.

Fannie: You are really moving on the Maguga Dam project. Costs are under control and you've been able to control Majuba (the chief engineer).

Skofela: To be honest, Fannie, I'm sick of the project, Majuba and everything about the job. I can't sleep, eat or relax well.

Fannie: I'm sorry to hear that. Do you need some time off?

Skofela: No! I need to rethink my whole career. I've just lost my intensity. It hasn't been sudden. Its been growing over the last year.

Fannie: You know I can do anything I can to help you. You are what make this company a success.

Skofela: Thanks. But I really have to do some soul-searching. I have always wanted to own my own business, be my own boss. I just haven't been brave enough to take the plunge.

Fannie: Skofela, you know I'm selfish. I need you here at Inyatsi, but if you make the break, I'll help you in anyway I can.

Skofela: thanks again, Fannie. I have to think more about this. It's a whole career change. Serious business for a 50 year- old engineer.

Skofela has changed and now he is trying to cope with his thoughts and feelings. This is a difficult time in Skofela's life. He seems to have it all, but something is missing, he is not satisfied. Fannie is an understanding manager who also seems to realise that Skofela is at a mid-career point in life and wants to make a change.

1. What is meant by identity problem in this case? 5 marks
2. What are the HRM factors that have contributed to Skofela's problems with the company ? 10 marks
3. From an HRM Perspective, do you think it is still possible for Skofela to share a common identity with Inyatsi Superfors? 5 marks
4. What are some personal and organisational centred career planning strategies that can be used by Inyatsi to help prevent the prevalence of these problems among other employees in the organisation 20 marks

Total **40 marks**

SECTION B

(Answer any **three (3)** questions from this section)

QUESTION 2

Discuss the different steps in Strategic Human Resource Planning, using a holistic Framework. (20 marks)

QUESTION 3

"Job Analysis is considered to be the heart of HRM activities". Explain the rationale for this view. (20 marks)

QUESTION 4

How can the effectiveness of training be evaluated? Discuss the various forms of training delivery open to organisations. (20 marks)

QUESTION 5

Different devices are used to facilitate effective selection of candidates. Critically evaluate these devices. (20 marks)

QUESTION 6

"There is growing concern that your organisation is discriminating against certain groups". As a Human Resource Manager you are required to design a programme for dealing with discriminatory practices in your organisation. (Please indicate all the crucial elements that you will include in your programme)

(20 marks)