

UNIVERSITY OF SWAZILAND

BA / ISE BA

FACULTY OF COMMERCE

4/3

MAIN EXAMINATION – HUMAN RESOURCE MANAGEMENT

BACHELOR OF COMMERCE – YEAR IV

FINAL EXAMINATION - 2009

LECTURER: STEVE N. ISICHEI

DURATION: THREE (3) HOURS

SECTION A – CASE STUDY - (40 MARKS)

Instructions:

1. Answer all questions from section A and any other three questions from section B
2. Answer the questions you know first
3. Orderly presentation and good grammar are very important

Firs Bank is a large, chartered bank located in a rapidly growing area in South Africa. Over the past several years, First Bank experienced a significant expansion in size and operations, and a rapid influx of new employees at all organizational levels. As it expanded and matured, the bank began to recognize its pressing need for talented, knowledgeable managers. Much talent had been hired from outside the bank over the past several years, but top management had become convinced that the long-run health of the bank depended on its ability to develop managerial talent internally.

Linda Bishop had recently been hired to develop and install a new human resource planning system at First Bank. She had previous experience both in banking and in human resource planning, so she seemed like a logical choice for the job. On the basis of her prior experience, Linda knew that many banking functions cross divisional lines and require managers with broad exposure to important areas within the bank. Further, she knew that division

heads operate with a high degree of autonomy, and that divisional and corporate objectives are not always directly aligned. Therefore, Linda knew that the new human resource planning process would have to be corporate wide in scope. Only from that perspective could a planner assess bank wide, long-run human resource planning needs.

When Linda arrived at her new job, her boss had informed her that the focus of the human resource planning system was to be on management development and succession planning. To emphasize that focus, she was given the title of Director of Management Development and Human Resource Planning. The position had corporate wide staff authority over all presently existing activities that related to management development and human resource planning. Today, Linda is thinking about a briefing that she is to give the executive officers of the bank next week. They have asked her to provide them with a statement of the purposes of the new HRP system as she sees it, an outline of the human resource planning process, and the evaluation of the success of human resource planning system.

QUESTIONS

If you were Linda Bishop, what would you be prepared to say to the executive officers in terms of?

1. The purposes of human resource planning? (10 Marks)
2. The human resource planning process? (20 Marks)
3. Evaluation of the human resource planning system? (10 Marks)

SECTION B (60 MARKS) – ANSWER ANY THREE QUESTIONS

- 1 (a) Differentiate between Performance Management and Performance Appraisal and discuss the purposes of performance appraisal (5 Marks)
 - (b) Discuss the fundamental requirements for successful performance appraisal systems (5 Marks)
 - (c) What are the steps in the development of a successful performance management and appraisal system (10 Marks)?

2. (a) Distinguish between reliability and validity of selection predictors (5 Marks)
 - (b) The selection process consists of several phases. Identify and briefly discuss these phases (15 Marks)
3. Discuss the training methods for non managerial employees, advantages and disadvantages of computer training (20 Marks)
4. (a) Briefly explain typical human resource management activities that might be carried out by an organization (8 Marks)
 - (b) There has to be some set of justifications for describing 'personnel' activities as 'human resource' activities. What are the principal distinctions that might underlie these two expressions? (12 Marks)