

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
HUMAN RESOURCE MANAGEMENT – BA 413
BACHELOR OF COMMERCE
MAIN EXAMINATION 2010
LECTURER: STEVE N. ISICHEI
DURATION: THREE HOURS
SECTION A – CASE STUDY (40 MARKS)

Instructions

- 1. Read the case study below and answer all the questions that follow**
- 2. Write clearly and legibly**
- 3. Orderly presentation of work is very essential**

Johnson and Johnson was established in October 2003. Its main business is the manufacture of nappies for babies. Nappies are in high demand because of the number of babies born on daily basis. This would have meant high productivity for the company translated into high profit. Unfortunately, this is not the case. Before the company went into business, it conducted an in-depth market and marketing research to determine the level of demand for the product. The result of this showed positive signs.

Management of the organization, not satisfied with the performance of the organization, set up a committee to investigate the cause of low profit for a product that is in high demand. The committee was made of the production manager, the marketing manager, the human resource manager (secretary to the committee), and the finance manager. The committee looked at the following areas of the organization's operation to determine if they are responsible for the low performance:

1. Job Design
2. Job Analysis

At the end of their investigations, it was discovered that there were so many things wrong with the initial job design and job analysis, which have affected motivation of the workers. The committee therefore recommended a redesign of jobs and conducting a fresh job analysis. Unfortunately, non-one in the organization has the slightest idea of

SECTION B (60 MARKS)

INSTRUCTION

Answer any THREE questions

1. (a) Discuss the role of Human Resource Management in Strategy Formulation (10 Marks)
(b) The Human Resource Management function can be thought of as having six menus of HRM practices, from which companies can choose the ones most appropriate to implementing their strategy. Identify and discuss five of these menus (10 Marks)
2. (a) Discuss the comparative and attribute approaches to measuring performance (10 Marks)
(b) Differentiate between job description and job specification and identify and briefly discuss the components of job description (10 Marks)
3. (a) Training is designed to help the organization accomplish its objectives. Therefore, assessing organizational training needs represents the diagnostic phase of setting training objectives. Discuss the sources of training needs assessment (10 Marks)
(b) As the training officer of your organization, discuss the various methods of evaluating the results of training (10 Marks)
4. (a) Discuss the components of structured and less-structured interview (10 Marks)
(b) Identify and discuss the problems associated with poor interviewing (10 Marks)
5. (a) Discuss the purposes of performance management (10 Marks)
(b) Discuss organizational responses to labour shortage and surplus (10 Marks)