

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
FIRST SEMESTER EXAMINATION: ACADEMIC YEAR 2014/2015
DECEMBER 2014

COURSE TITLE : Human Resources Management
COURSE NUMBER : BA306
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)

Read the case study below and answer the questions that follow.

DILEMMA

You are a Human Capital Executive in a Corporate and Investment Bank. One of the specialized lending business units – the Infrastructure and Energy Project Finance Team – has been a strong and steady contributor to the Bank's performance over the last decade. However, despite years of stellar performance, it has recently become apparent that this team will not achieve their 10% growth target this year. A number of the team have just resigned. The Managing Director has asked you to investigate and make recommendations as he is worried that they will not achieve their set target this year.

You investigate the situation and uncover the following pieces of information:

The team consists of a Head, four Senior Transactional Officers and ten mid-level and junior Investment Bankers. The team has, on average, lost and replaced one or two people a year. The Head of the team believes that the sales cycle of their products is on average three years, i.e. it takes on average 3 years for the team to award a loan to their customers and the average repayment period for a loan awarded to a customer is 5 years.

The number of potential loans applied for by customers when the current Head took control, three years ago, has declined from 300 to 150. The team in this business unit is stressed because of the decline which is now impacting on the bank's margins. Five members of the team have just resigned. Three are moving to join competition in similar roles; one is leaving the banking industry and the other one joining an international investment bank in Johannesburg.

Questions:

1. With your investigation, what in your view are the challenges faced by this Bank.
(10 marks)
2. What recommendations will you give to the Managing Director who is worried about not achieving the 10% growth? (10 marks)
3. What role will you be expected to play as the Human Capital Executive in driving the bank towards achieving the 10% growth. (20 marks)

SECTION B (60 Marks)

INSTRUCTION

Answer any three questions

1. At each stage of an organisation's life cycle, there are some HR activities which HR has to adopt. Define each stage of the organizational life cycle and what activities will you be applying as an HR practitioner at each of the stages. **(20 marks)**

2. HR is applied differently across different sectors. Define the role of HR in the following sectors:
 - a) Small and Medium Enterprises
 - b) Public Sector
 - c) International Organization. **(20marks)**

3. (i) Discuss the differences between strategic and operational human resources management. **(10 marks)**
(ii) For business, the prime objective of productivity measurement is to gain the competitive advantage. To your understanding what does this statement mean taking into consideration the 3 components of productivity? **(10 marks)**

4. Some scholars believe that an organization which embraces diversity perform much better and have a competitive advantage over those which do not. In your view do you think there is a correlation between diversity and an organization's performance? Substantiate your answer with some examples. **(20 marks)**