

University of Swaziland
Faculty of commerce
Department of business administration
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TITLE OF THE PAPER: HUMAN RESOURCES MANAGEMENT 1
DEGREE : BACHELOR OF COMMERCE

COURSE : BUS 333 & BA 306 (IDE)

TIME ALLOWED : THREE (3 HOURS)

Instructions:

1. THIS PAPER CONSIST OF SECTION A AND SECTION B)
2. SECTION A IS CASE STUDY AND IT IS COMPULSORY QUESTION
3. ANSWER ANY TWO QUESTIONS FROM SECTION B

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

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

Section A – Compulsory

CASE – MJONGO CONSTRUCTION

Mjongo construction is upcoming enterprise in the civil and building industry. The company employs architects, engineers, quantity surveyors, projects managers, environmental specialists and interior designers. The company also extensively uses a number of subcontractors for specific projects.

When the company was established in 2006, it started preparing for infrastructure developments that were required for the World Cup Competition of 2010. The company secured few big contracts which greatly contributed to its reputation as an important player in the construction industry.

The company's vision is to be a leading civil and building construction company committed to the reconstruction and development of resources in South Africa. It has committed itself to quality, reliability, good customer service, environmental responsibility, integrity and responsiveness.

Since 2011, the construction industry in SA has been experiencing a number of challenges that seriously compromise the ability of many companies to survive. Mjongo Construction is not immune to these challenges and company is struggling to maintain its position in the market. The company has also received some negative publicity for (alleged) quality problems with substandard houses built for human settlement projects commissioned by the local municipality, as well as the manner in which building contracts were secured (rumours of bribing municipal officials). The company has lost a few of its key employees, such as experienced engineers, who left to pursue opportunities in China and Indonesia. The managing director of the company also concerned that some construction companies are extensively making use of BIM (building information modelling) which involves the use of computerised representations of the physical and functional characteristics of a building or structure and which enables as much more integrated approach to construction. At this stage, Mjongo does not have the technology or the expertise to deal with MIS.

The company also has its share of employees' relations problems, ranging from go-slow to force unreasonable increases (while working under a very tight time schedule) to conflict between employees from different cultural groups. The latest incident related to how some younger supervisors addressed older employees when giving instructions. The supervisor apparently got upset when the older workers did not follow new regulations related to dust control and waste management and they reprimanded them in a derogatory manner.

Question 1

In today's organizations, it is increasingly difficult to manually calculate an accurate demand and supply of human resources across the organization. Effective Human resources planning requires dynamic organisation and continuously track the supply and demand of human resources. Organizations also requires articulate HR policy.

- a. Discuss requirements for effective human resources Mjongo should follow in finding the right system for human resources planning. **(16 marks)**
- b. Explain 8 steps Mjongo should follow in developing the Human resources policy to retain the staff. **24 marks**

Section B

Question 2

Mr Mavuso who is running a butchery at Matsapha has advertised the post of operations manager because in most cases he is not a the business. He requested your assistance in selecting the right candidate.

- a. Identify and explain stages for selection process you will use to assist Mr Mavuso **(14 marks)**
- b. If Mr Mavuso was to consider to promote internal staff whom he has mentored, explain the four advantages and four disadvantages of internal recruiting of the staff. **16 marks**

Question 3

Mr Kirk is the indigenous business man who can't differentiate personal management of yesteryears and modern Human Resources when managing his employees. As the aspiring human resources practitioner of his business explain the following:-

- a. The difference between personal management and human resources management. **20 marks**
- b. The similarities between personnel management and human resources management. **10 marks**

Question 4

Human resource management decisions and staffing methods are important in ensuring that the organization appoint and retain the right skills. The main activities of the Human Resources process include the tasks that occur prior, during and after the appointment of employees. (Nel et al: 2004). Nel et al (2004) identifies 8 steps in the HRM process and if executed properly, it should staff an organization with capable and high performing employees.

- a. Identify and discuss the 8 steps of human resources activities human resource manager should consider to motivate the staff. **16 marks**
- b. Identify and explain advantages and disadvantages of having an interview with prospective people seeking employment. **14 marks**