

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION 2018

TITLE OF PAPER: HUMAN RESOURCE MANAGEMENT II
PROGRAM: BCOM 3 (FULL TIME) & B.ED SEC. 3 (FULL TIME)
COURSE CODE: BUS334
TIME ALLOWED: THREE (3) HOURS

INSTRUCTIONS:

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

NOTE:

MARKS WILL BE AWARDED FOR GOOD COMMUNICATION IN ENGLISH AND FOR ORDERLY PRESENTATION OF WORK.

THIS EXAMINATION PAPER SHOULD NOT BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR.

SECTION A

This section is compulsory

REVERSE MENTORING AT GE

Lloyd Trotter faced facts: He did not know how to use the Internet. His boss, GE's Jack Welch, proposed a solution to that problem for older GE managers – get a mentor.

The problem is not unique to GE. Older employees in many companies feel uncomfortable with using the Internet. However, today's competitive business world demands that managers adapt to high-tech developments. Most businesses find that Web sites are essential and that the Internet can be used to assess the competition.

Like many companies, GE had used mentors before. This situation was different, however. Instead of the older mentor nurturing the younger protégé, in this case the younger person played the mentor role—a sort of reverse mentor. In the program GE managers regularly meet with their mentors to critique both their own competitors' Web sites and discuss articles and books assigned as homework. Mr. Trotter noted, "We can share our thoughts and get them on the table and work our way through them." His mentor noted that the sessions made her more comfortable interacting with an executive. Her relationship with Mr. Trotter also exposed her to the skills needed to manage a large operation.

Questions

1. What potential pitfalls might this type of program encounter? (20)
2. Look at the stages in a mentoring relationship and apply them to this situation. (20)

SECTION B

Answer any three questions from this section.

1. You are the head of a government agency. What two methods of on-the job development would you use with a promising supervisor? What two off-the-job methods would you use? Why? (20)
2. Discuss the importance of appraisal feedback, explaining clearly to whom it is important and why. (20)
3. "Pay should be fair". Discuss comprehensively. (20)
4. Discuss the situations in which team/group incentive plans are likely to be successful and unsuccessful. (20)
5. With illustrations, explain why the positive approach to discipline been useful. (20)