

Main Examination

**MAIN EXAMINATION PAPER
UNIVERSITY OF ESWATINI
FACULTY OF COMMERCE
BACHELOR OF COMMERCE (MANAGEMENT)
DEPARTMENT OF BUSINESS ADMINISTRATION
FINAL EXAMINATION PAPER
DECEMBER 2018**

**TITLE OF PAPER: HUMAN RESOURCES MANAGEMENT
COURSE CODE: BUS333
TIME ALLOCATED: THREE [3] HOURS
TOTAL MARKS: 100 MARKS**

INSTRUCTIONS

- 1. TOTAL NUMBER OF QUESTIONS IN THIS PAPER IS 5**
- 2. THE PAPER CONSISTS OF SECTION A AND SECTION B**
- 3. ANSWER ALL QUESTIONS IN SECTION A AND ANY THREE IN QUESTIONS IN SECTION B**
- 4. THE MARKS ALLOCATED FOR EACH QUESTION ARE INDICATED AT THE END OF EACH QUESTION/ PART QUESTION**
- 5. THIS PAPER MUST NOT BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR.**

SECTION A: ANSWER ALL QUESTIONS IN THIS SECTION

Question 1

EJD Limited is a company that is specialising in manufacturing of school furniture. The major source of the material resources required for the manufacturing of chair for the school pupils are obtained at Bhunya Mill located in the mountainous area of Eswatini, only 32 km to the Sandlane border post with South African and 40 km to Mathapha, one of the industrial hub town along the Manzini- Mbabane Corridor. The manufacturing of school chairs is a labour intensive business that requires labour in adequate numbers at any given time to meet the demand. What is currently noticed is that the company is losing some of its workers at a very alarming rate. Workers are leaving the job and this has worried the newly appointed Human Resource Manager of the company, Mr January, a holder of a Bachelor of Commerce in Human Resources Management degree. The managers called a meeting with the Heads of Departments to try to establish the probable cause of this high labour turnover in the company. Statistics that were found in one of the drawers of the previous managers who also resigned recently showed that the company, in 2016 had employed 1500 workers. By year-end 250 workers had tendered their resignation letters to the Human Resources Manager. That has affected the production targets and the company is in trouble failing to meet the schools orders that were placed stretching from 2015. The new Human Resource Manager noticed that in 2017 there were only 150 workers with one year's experience at the company.

The task at hand for the new Human Resources Manager was overwhelming. There was needed to make sure that the orders placed by the customers are produced and delivered in time. Therefore, it became apparent that labour focusing be done in order to establish the required number of workers to be employed in order to augment the existing staff complement. The new manager had learnt some of the labour focusing techniques while at college. He remembered that the only way to have adequate staff for the current and future needs of the organisation depends on understating of human resources planning. The production manager was consulted to give the estimated production level of the company over the year. Production estimate was levelled at 50000 chairs per year. Each worker in the production department was expected to produce 5000 chairs taking two hour to produce a single unit. Past-experiences showed that the work ability of each employee in man-hours is 1500 hours per annum.

In light of the above scenario it is undoubtedly of paramount importance for the company to recruit more workers if it is to remain viable. Recruitment planning becomes apparently important. Part of recruitment planning includes budgeting the cost of finding applicants and think about where to get the individuals with the needed skills and experience the company is looking for. Now to fill the positions vacant in the company, the human resource department has decided to hire from external sources. A job advert was thrown into the local newspaper. The local newspaper's advertising fees have recently been reviewed upwards and are pegged at E20000. It was also considered that some posts would require to rely on temporary workers who should be recruited through the employment agency. The employment agency

referral, so the company will pay a referral bonus of E10000. To start with the company intends to fill 45 positions at this initial stage of the turnaround strategy of the company. The selection process information for the company for the positions to be filled indicated an overwhelming response form the Curriculum Vita received via both email and hand delivered. Two hundred and fifty were received and after screening only fifty-two of those make it to the interview stage.

- i. Compute the Labour Turnover Index for the company above. [2 marks]
- ii Calculate the Labour Stability Index for the company above. [2marks]
- iii. Determine the Human resources requirements of EJD Company using
 - a) Ratio-Trend Analysis [2 marks]
 - b) Work-study method. [2 marks]
- v. Determine the recruitment costs and yield ratio to determine the best place to recruit for a particular position for the company. [4 marks]
- vi. Briefly discuss three advantages of external sources of recruitment for the above company. [6marks]
- vii. Briefly explain any three biases that are common in interview as a selection method. [7 marks]

Question 2

Discuss the purpose of staff appraisal schemes in Human Resources Management. [25 marks]

Question 3

Discuss the external factors that affect employee compensation in an organisation. [25 marks]

Question 4

Examine any five training delivery methods that can be used to train employees in an organisation. [25marks]

Question 5

What are the barriers to learning and how can they be overcome? [25 marks]

Question 6

Examine the significance of Maslow's hierarchy of needs theory in human resources management. [25 marks]