

UNIVERSITY OF ESWATINI
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION 2019

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: CASE STUDY

This section is compulsory

NDALO FURNISHERS BROS

It started with the end of the economic crisis. Initially, work trickled in, then larger projects started to get on the order books, and then the furniture sector showed early sign of recovery.

It was no exception at Ndalo Furnishers Bros. At this family business the economic clap-down was really felt, but the turnaround was evident from the order book. Since the recession started, not a single manager was recruited and even those that left on their own accord (for example, retiring) were never replaced.

Now, with the next upward cycle on its door-step, capable and experienced managers were hard to get. Managers with the correct skills were very scarce and although the current managers at Ndalo Furnishers Bros are in high regard, they are not well supported on career planning and career development. Ndalo Furnishers Bros have a flat organisational structure, managed by family members since its inception nearly 80 years ago.

The organisation developed as a family business and is now owned and managed by the third generation. The business is very successful- not only did it survive the economic downturn, but it also poised to expand rapidly under the auspices of the family member's management. They really need to capitalise on the recovery of the economy worldwide.

It now really needs to become a National role player in furniture manufacturing and will become more and more difficult to manage as the contracts come in from all over the country.

There has to be a managerial restructuring and a reformulation of management and the managerial function. Since it did not grow its own wood in the past, so to speak, they need a totally fresh approach. The family will need expert advice on career planning and career development.

Case Study Questions

1. As an expert on career planning and development, it is expected of you to develop a career development plan/model for management staff employed by Ndalo Furnishers Bros.
(20 marks)
2. Present to management five contemporary training delivery approaches and highlight the growing potential each will have for a furniture company such as Ndalo Furnishers Bros.
(20 marks)

SECTION B

ANSWER ANY THREE QUESTIONS FROM THIS SECTION

Question 1

Discuss five on-the job training methods an organisation can use and the value derived from the use of each method. (20 marks)

Question 2

The "University of Choice in Africa" has embarked on a performance management process as part of the drive towards attainment of this important vision. Discuss, under four headings, the key activities involved in this process, highlighting the importance of each. (20 marks)

Question 3

Discuss the common rater errors and indicate how these errors can be reduced or minimised. (20 marks)

Question 4

Discuss five strategies that an organisation can use to promote safety and reduce unsafe actions in the workplace. (20 marks)

Question 5

"Human resource information systems result in the invasion of employee privacy". Discuss. (20 marks)