

UNIVERSITY OF ESWATINI

INSTITUTE OF POST-GRADUATE STUDIES

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION 2018-2019

TITLE OF PAPER: Human RESOURCE MANAGEMENT

PROGRAMME AND SEMESTER: MBA SEMESTER II

COURSE CODE: BUS602

TIME ALLOWED: THREE (3) HOURS

INSTRUCTIONS

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

NOTE: you are reminded that in assessing your work, account will be given of the accuracy of language and the general quality of expression, together with the layout and presentation of your responses.

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

GOOD LUCK!!!

SECTION A (compulsory)

Read the case below and answer the questions that follow.

CASE STUDY: CHALLENGES IN EMBRACING DIVERSITY AND EMPLOYMENT EQUITY IN SOUTH AFRICA

Challenges to affirmative action measures are beginning to be mounted, especially in the public service. For instance, in *Public Servants of South Africa vs. the Minister of Justice & others* (1997) 18 ILJ 241(w), the applicant challenged the decision of the Department of Justice to reserve certain posts for affirmative action candidates. Le Roux (1999:32-33), from whom this case is cited, states that the case revolved around the interpretation of various statutory provisions.

The first was Section 212 of the Interim Constitution (1993), which stated that the Public Service should promote an efficient public administration broadly representative of the South African community. The second was Section 8 of the Interim Constitution, which entrenched equality rights and prohibited discrimination. Section 8 (3) (a), of particular importance, stated that the Interim Constitution did not preclude measures designed to achieve the adequate protection and advancement of persons or groups or categories of persons disadvantaged by unfair discrimination, in order to enable their full and equal enjoyment of all rights and freedoms.' Le Roux (1999) points out that the court adopted the formal approach to equality and accepted that affirmative action measures constituted discrimination, but that they could, in the correct circumstances, be fair.

Taking into account the above provisions, the court formulated the following principles with regard to affirmative action measures.

- The affirmative action measures must be specifically designed to achieve the goal of the adequate protection and advancement of persons subject to past unfair discrimination.
- The action taken must not be haphazard or random.
- There must be a causal connection between the affirmative action measures that have been designed and their objectives.
- Although the affirmative action measures must be designed to provide adequate protection and advancement, the rights of others and the interests of the community should also be taken into account.
- The requirement that the Public Service must ensure an efficient public administration should not be compromised.

The court found that these principles had not been adhered to and that the affirmative action measures adopted by the Department of Justice were therefore invalid. ?

ANSWER THE FOLLOWING QUESTIONS

- a. From the South African Case Scenario, comment on the Challenges to Affirmative action measures and suggest steps you would propose as an HR Expert in the effective implementation of Affirmative action and to working towards employment equity. (20 marks)
- b. Suggest a plan of action to establish a culture that will value diversity and embrace equity for inclusiveness in socio-economic development of Swaziland. (20 marks)

Total

40 marks

SECTION B

(Answer three questions from this section)

QUESTION 2

Discuss the relationship between job, organisational, strategic and global requirements and the Human Resource Management (HRM) functions in aligning with the requirements.

QUESTION 3

Critically evaluate the essence of career management and challenges of facilitating career elevation in the fourth Industrial Revolution Era. (20 marks)

QUESTION 4

"Effective Human Resource Management is an imperative if organisations are to remain competitive and be sustainable". **Required** to indicate how to influence positive performance; and attract and retain a well talented workforce.(20 marks)

QUESTION 5

"The International Labour Organisations safeguard interest of labour and as such act as a watchdog for Countries' malpractices as regards treatment of employees."

Required to indicate:

- a. What constitutes fair and unfair termination of employee's services according to the Swaziland Employment Act, 1980? (10 marks)
- b. What are the key contents of an effective Labour Policy?(10 marks)