

**UNIVERSITY OF ESWATINI**  
**FACULTY OF COMMERCE**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**FIRST SEMESTER EXAMINATION: ACADEMIC YEAR 2019/2020 (F/T & P/T)**  
**DECEMBER 2019**

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**COURSE TITLE** : Human Resources Management I  
**COURSE NUMBER** : BA306/BUS 333  
**TIME ALLOWED** : 3 Hours

**INSTRUCTIONS**

1. This paper consists of Section (A) and Section (B)
2. Section A is compulsory ( Case Study)
3. Answer any three questions from Section (B)

In assessing your work consideration will be given to the **accuracy of language, quality of expression and layout/presentation** of your final answer

**FOCUS AND ALL THE BEST.**

## SECTION A: CASE STUDY (40 marks)

Read the case study below and answer the questions that follow.

### SPLIT INTO TWO

Candy Hamilton is a working mother that hardly has time to relax and read a magazine after hours. She works extremely hard and has been working at La Lucia Hospital for more than ten years. Candy has been the matron at the hospital for almost eight years. The Operations Manager, Max Vettel whom she reports to, suddenly passed away and the hospital is urgently looking for a replacement for him. Candy has all the right qualifications and experience as she has over the years during Max's absence, been acting Operations Manager – a job she has done very well.

Despite this, the hospital authorities are not even considering her for the position. The Directors of the hospital are of the opinion that it is a "man's job", and they are not even prepared to consider her as a passionate candidate.

Candy has always tried to make the work environment a better place for the nursing staff. Their well-being has been a big priority for her. She recently noticed that as a result as a result of the huge number of vacancies at the hospital, her nursing staff are working very hard to cope with the ever increasing demands from patients

There has also recently been a worldwide pandemic that has now spread to South Africa. A number of people have been hospitalized and placed in isolation wards for a seven day period. This has worsened the staffing situation as the existing staff members now have to work additional shifts to cope with the increasing number of patients.

The hospital has also recently opened a new wing which will house the cancer treatment centre. In the past, the hospital only had a small cancer treatment centre with a limited number of staff members in attendance. With the opening of the new centre they now have 23 additional staff members working there. To be successful in the future, the hospital will have to make someone responsible for dealing with the HR Related matters. The Board of Directors have subsequently decided that they will need an HR Manager to take responsibility for this. In the past the hospital did not have a formal HR department. After they liaised with an employment agency, a number of candidates were interviewed.

The Board decided to appoint Thomas Weber as the HR Manager. He has a lot of experience in the HR field. On his arrival he immediately realizes that there is a lot of work to be done. The Board of Directors did not pay a lot of attention to HR matters in the past and they do not truly realize strategic HRM entails. Thomas Weber finds that there are also no proper HR procedures and policies in place and that staff members are not properly informed about important HR issues. Some of the unit managers also do not conduct proper performance appraisals with their staff. They also do not take

the necessary corrective action after the completion of the appraisals. These are just some of the things he discovers.

Thomas speaks to one of the Directors and realizes that the Board of Directors expects him take responsibility for all these aspects. Thomas is, however, of the opinion that the HR responsibility should not lie solely with the HR Manager and the HR Department. He realizes that he has a tough task lying ahead as the Board of Directors do not agree with him. He even overheard one of the Directors saying the other day, "is this not what we appointed him for?"

**Questions:**

1. Identify the problem that Candy faces in terms of her career. (5 marks)
2. Is the Board of Directors correct in their assumption that "this is a man's job?" (5 marks)
3. In order to take the hospital further, the Directors have to align HR with strategic objectives of the hospital. Who has the correct view in terms of HR's role, the Board of Directors or Thomas Weber? Motivate your answer and indicate what role they will play. (15 marks)
4. Thomas decides to make a presentation to the Board of Directors regarding those responsibilities HR is solely responsible for and those that they can assist line management with. Help him compile the slides for his presentation. You can put in bullet forms your presentation. (15 marks)

## SECTION B (60 Marks)

### INSTRUCTION

Answer any three questions

1. When developing the Human Resources Strategy, the process involves six steps. What are these six steps and discuss what happens at each step. **(20 marks)**
  
2. a. Equal employment has taken centre stage particularly in the US and in South Africa. Discuss with examples the unfair labour practices we deal with in the employment world and what remedies are put in place to address these unfair labour practices. **(10 marks)**  
b. Ethics has become an integral part of Human Resources. Do you agree with this statement? Substantiate your answer with examples **(10 marks)**
  
3. HR is applied differently across different sectors. Define the role of HR in the following sectors:
  - a) Small and Medium Enterprises
  - b) Public Sector
  - c) International Organization. **(20marks)**
  
4. Human Resources has changed over the years. To date it is totally different from when it started. Discuss what traditional HR was all about and what are the trends we are seeing in today's HR. **(20 marks)**
  
5. a. Why are we concerned with diversity and inclusion in the work place and why should it be top of our HR agenda? **(10 marks)**  
b. In the labour–management relationship, disciplinary and grievance procedures are critical. Why? **(10 marks)**