

NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY



FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS MANAGEMENT

HUMAN RESOURCES MANAGEMENT – CBU 2103

First Semester Examination Paper

December 2014

This examination paper consists of 4 pages

Time Allowed: 3 hours 15 minutes

Total Marks: 100

Examiner's Name: Mrs T Rugube

INSTRUCTIONS TO CANDIDATES

1. Answer any **four** (4) questions

INFORMATION TO CANDIDATES

1. All questions carry 25 marks each.
2. Questions may be answered in any order.
3. Credit will be given for the use of appropriate examples.
4. This paper contains seven questions.

MARK ALLOCATION

| QUESTION | MARKS |
|-----------------|--------------|
| 1. | 25 |
| 2. | 25 |
| 3. | 25 |
| 4. | 25 |
| 5. | 25 |
| 6. | 25 |
| 7. | 25 |

Question 1:

Case Study - ATLAS BRICKWORKS

Atlas Brickworks in Boksburg on the East Rand opened its first brick factory in October 1963. Soon thereafter there was a revolutionary development in brickmaking machinery and techniques, with the result that the production of bricks increased tremendously to keep pace with the expanding demand. During the early period the factory employed 3000 workers. About 2600 were blue-collar workers on the production line and 400 were administrative/managerial and technical employees. In the years that followed the personnel remained constant and the company now produces 50 different types of bricks and has an annual turnover of R300 million.

In 1996 the company expanded its operations and is now supplying thousands of tons of bricks to African countries annually. This significant progress has led the company to seriously consider participation in overseas markets as well. Mr Josef Molete of the marketing department, with 60 employees, comes to see Mr Terry Hall, head of the human resources department, about a problem. It seems that three of the managers in the marketing department, who work under Josef Molete, are blocking promotion opportunities. The men are each over 58 years of age, the eldest being 62. They are doing acceptable work but are not promotable, despite the fact that each has worked for the company for about 25 years.

Josef Molete is concerned that he might lose some of his better younger employees if something is not done about the matter. It is obvious therefore, that he would prefer to have at least some of the managers transferred, retrenched or retired. As head of the human resource department of a company that is endeavouring to enter the international market, Terry Hall identifies the importance of the problem but is also aware that the three employees are members of a trade union. An employment agreement determining, among other things, the retirement age of 60 exists between the company and the trade union.

Source: Grobler P A *et. al.*, (2002:251) **Human Resource Management, 2nd Edition, Thomson Learning, London.**

Required:-

How would you solve the internal staffing challenge at Atlas Brickworks? Justify your answer.

[25 marks]

Question 2

With the aid of the strategic human resource planning process, explain how you would develop a human resource plan for an organisation that intends to follow a differentiation strategy.

[25 marks]

Question 3

a) Explain how globalisation has impacted on recruitment and selection. **[18 marks]**

b) How can managers capitalise on the opportunities brought about by globalisation in order to recruit the right candidates. **[7 marks]**

Question 4

Frederick Herzberg suggested that “if you want people to do a good job, then give them a good job to do”. How far do you agree with his suggestion? **[25 marks]**

Question 5

a) Explain any 2 reasons why high labour turnover is undesirable to human resource managers. **[5 marks]**

- b) With reference to an organisation of your choice, highlight strategies that an organisation could employ in order to retain its middle level managerial employees. [20 marks]

Question 6

‘Performance evaluations are a waste of resources. They are now a formality such that at the end of each year, all employees (including poor performers) are awarded bonuses.’

How can managers make performance evaluations add value to the organisation’s performance?

[25 marks]

Question 7

- a) What is the role of the National Social Security Council (NSSA) in occupational health and safety in Zimbabwe? [5 marks]
- b) Despite the heavy presence of NSSA officers and penalties for defaulters, why are occupational accidents, injuries and deaths on the rise in Zimbabwe? [12 marks]
- c) How can individuals prevent occupational accidents? [8 marks]

END OF EXAMINATION PAPER