

WOMEN'S UNIVERSITY IN AFRICA



Addressing gender disparity and fostering equity in University Education

FACULTY OF MANAGEMENT AND ENTREPRENEURIAL SCIENCES

MASTERS DEGREE IN BUSINESS ADMINISTRATION

MAIN PAPER

MBA 213: HUMAN RESOURCES MANAGEMENT

INTAKE 21: SECOND YEAR FIRST SEMESTER

TIME: 2 HOURS

INSTRUCTIONS TO CANDIDATES

Answer Question **1** and any other **two**.

Question 1

CASE: PERFORMANCE APPRAISAL AT BASA PVT (LTD)

Rudo, the human resource manager at Basa Pvt (Ltd) advised the other managers that it was time to conduct the annual performance appraisals for their respective employees. Rudo had always noticed over the years that most employees felt uncomfortable about this exercise and the managers were not enthusiastic to conduct performance appraisal. In fact the employees always felt that they were put on the defensive by the managers.

After careful analysis taking into cognizance of the history of the company, its structure, its culture and the strength of its human factor the company decided to adopt the Balanced Scorecard. This tool demonstrated clear benefits at corporate, managerial and employee level. The Balanced Scorecard (BSC) was founded by Professor Robert Kaplan, from Harvard Business School, and David Norton, a Consultant. They developed it as a performance measurement tool which has now developed into an all-purpose tool for an organization.

This year Rudo wanted a much improved performance appraisal. She decided to facilitate a training course for the managers covering the following areas;

- a) Performance appraisal methods (Graphic, Management by Objectives, 360 degrees, the Balanced Score Card and IRBM),
- b) Possible biases in performance appraisal and
- c) Use of performance appraisal information at Basa Pvt (Ltd).
- d) Performance appraisal methods (Graphic, Management by Objectives, 360 degrees, the Balanced Score Card and IRBM).
- e) Possible biases in performance appraisal.
- f) Use of performance appraisal information at Basa Pvt (Ltd)

Source : E S Makande (October 2020)

You are required to:

- (i) Describe one of the three performance appraisal methods that was covered in the training program. [20]
- (ii) Explain the various uses of performance appraisal information in the company. [20]

Question 2

Discuss five types of flexible working practices that the contemporary organization can utilise to manage the risks ushered in by the Covid-19 pandemic. [20]

Question 3

Discuss three ways HRM can make organizations competitive [20]

Question 4

- a) Examine the importance of job evaluation exercise in an organization [8]
- b) Explain the practical steps that are taken in an effective job evaluation exercise [12]

Question 5

Draft a paper to be presented to HR practitioners at their convention on the objectives of a sound employee compensation system. [20]

Question 6

There are strong and valid economic, legal, psychological and moral reasons why the Labour Relations Act needs to be reviewed. Discuss [20]

END