COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

NMMS302: HUMAN RESOURCES MANAGEMENT

END OF FIRST SEMEESTER EXAMINATION

LECTURER: MRS T.F MUTYAMBIZI

TIME: 5 HOURS

INSTRUCTIONS

Answer one question.

Start each question on a new page.

The marks allocated to each question are shown at the end of the question.

Credit will be given for logical, systematic and neat presentations.

1. You are the Group Human Resources Manager for a multinational company that is based in South Africa. The organisation has multicultural staff composition. Recently there has been what has been termed by the press, 'Xenophobic attacks' on employees who are not nationals of South Africa.
   i.   What is managing diversity?   **(5 marks)**
   ii.   Explain three methods which an organisation can use to manage diversity.
                                                                                    (15 marks)
   iii.   How you would address the xenophobic attacks taking place in the workplace above?   **(40 marks)**

2. An organisation has noted that more than 80% of the staff it employs is aged between 55 and 65 years.

   i.   Explain what Human resources planning is?   **(10 marks)**
   ii.   State and explain five (5) employee related decisions can an organisation make using information above.   **(50marks)**

3. You are a Sales and Marketing Manager of Acacia Drinks a leading company that is in beverages production. You have three subordinates whom you supervise and they are failing to meet set targets as follows:

Employee 1: Jim is a mature and will soon be reaching retirement. He is hard-working and always puts in effort in his assignments. He was asked to sale a new product but he is finding it difficult to use new technology such as social media to market the product.

Employee 2: Sofia usually achieves without putting in much effort as she is a highly talented, innovative and creative middle aged lady. She was asked to grow sales of an already popular product but failed because she simply did not put much effort into it.

Employee 3: Karabo put in all effort to market another popular product but failed to yield results.

   i)   List and explain five (5) key features that should be present for a performance management system to be successful in an organisation.   (**20 marks**)
   ii)   Using the case study above what you would do in each case to give feedback and manage performance of the three employees   **(40 marks)**

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