



The University of Fiji

(An Entity of Arya Pratinidhi Sabha of Fiji)



SCHOOL OF BUSINESS AND ECONOMICS DEPARTMENT OF BUSINESS ADMINISTRATION

Trimester 1, 2025



FINAL EXAMINATION PAPER

MBA406: HUMAN RESOURCE MANAGEMENT

Important Instructions to Students:

1. Read the questions, instructions carefully and answer the questions.
2. You are allowed an **extra 10 minutes reading time** (during this time, you are not allowed to write with pen) and **180 minutes (3 Hours) to complete this paper**.
3. Silent, non-programmable calculators are allowed, but not supplied.
4. Write all your answers in the answer booklet provided. If you need extra sheets, please ask from the supervisor. Write your name, course code and student identification number in the answer booklet and in the attendance sheet.
5. This paper contains three (3) sections A, B and C. All questions are compulsory to answer **except** section A and B which have choices.
6. Write all your answers legibly. The marker has the right to award zero for answers that are not legible.
7. This is a **Closed Book Examination**. The University views plagiarism, cheating and dishonest practice as serious offences and if found, offenders are penalized.

Examination Paper Content (Format):

<u>Section</u>	<u>Question</u>	<u>Content</u>	<u>Marks</u>	<u>Suggested Time</u>
A	1-7	Short Answers (Choose Any FIVE out of SEVEN)	40	60 minutes
B	1-4	Essays (Choose Any TWO out of FOUR)	40	90 minutes
C	1-4	Case Study (Answer ALL the questions)	20	30 minutes
		TOTAL	100	180 Minutes

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Registration Certificate Number (RGN0020/11)

Attempt any five "5" questions only. Each question is worth 8 marks.

1. Define HR analytics and explain how it differs from HRIS. What important considerations should HR managers take into account when implementing a HRIS? What are some data sources for the HRIS? Explain using examples. (8 Marks)
2. Which roles did HR managers played the most when transitioning during Covid-19 pandemic, and now maintaining, a workforce that works from home? How has Covid-19 transformed HR processes in organisations. Provide examples. (8 Marks)
3. Explain the HR planning process. How can HR planning help an organisation to achieve its strategic business objectives? Is HR planning still an essential HR function in a time of change and chaos? Explain using examples. (8 Marks)
4. List some of the steps you would have to follow when dismissing an employee from work. Explain the different types of dismissals that may be used by an employer, and examine the impact of each approach on the organisation and remaining employees. (8 Marks)
5. What is Job analysis? Explain the various methods that can be used to collect Job analysis related information. What are some supporting documents you would need while conducting Job analysis? Provide examples. (8 Marks)
6. Differentiate between direct and indirect discrimination. As an HR Manager, briefly explain the key HR policies your organisation can introduce to support employees living with HIV/AIDS and to prevent any form of workplace discrimination against them. (8 Marks)
7. Choose one of the following roles (Airline Cabin Crew, Hotel Receptionist, or Retail Sales Assistant) and use it to explain the '*Job Characteristics Model*'. Additionally, briefly explain the different job design methods using relevant examples. (8 Marks)

SECTION B:**ESSAY WRITING****(40 Marks)**

Attempt any two “2” questions only. Each question is worth 20 marks.

1. Recruitment is defined as seeking and attracting a pool of qualified applicants from which candidates for job vacancies can be selected.
 - a) Briefly explain how an organisation can use recruitment and selection to support its business strategy and objectives.
 - b) Explain the advantages and disadvantages of organisations favouring internal recruitment over external recruitment.
 - c) A number of different approaches can be used for external recruitment. Briefly discuss the pros and cons of these approaches and the situations in which they might be used.

(20 Marks)

2. Performance Appraisal is concerned with determining how well employees are doing their job, communicating that information to employees, agreeing on new objectives and establishing a plan for performance improvement.
 - a) Explain some of the objectives of the performance appraisal systems.
 - b) Discuss any three raters' of employee performance and any three performance appraisal systems.
 - c) Discuss the various rater errors in performance appraisals using examples.

(20 Marks)

3. Human Resource Development involves the acquisition of knowledge, skills, abilities, and attitudes to facilitate the achievement of employee career goals and corporate objectives.
 - a) Explain each of the three stages of the systematic training and development model in detail.
 - b) What is the major difference between Method A and Method B company when it comes to trainings in Fiji?
 - c) How can you as a future trainer ensure equal opportunity when it comes to attending and participating in trainings. Explain using examples.

(20 Marks)

4. OHS is concerned with the provision of a safe and healthy work environment. OHS programs should be linked with the organisation's strategic business objectives to seek competitive advantage by promoting employee commitment.
 - a. Provide a brief overview of the OHS and compensation regulations in Fiji. What roles should HR Managers and the Management play towards OHS?
 - b. Explain some direct and indirect costs of OHS to the worker and the organisation.
 - c. Explain the steps in risk management and the hierarchy of controls that you can implement at the workplace.

(20 Marks)

Read the following case study and answer all the questions. Each question is worth 5 marks.

HR Challenges at Ocean Breeze Resort

Ocean Breeze Resort is a well-known beachfront property located on the Coral Coast of Fiji. With 50 rooms, multiple restaurants, and a thriving spa and recreation center, the resort is a favorite among international tourists. Ocean Breeze employs over 200 staff members, including hospitality professionals, maintenance staff, administrative personnel, and recreation leaders. Despite its scenic location and strong market presence, the resort has been plagued by internal HR issues that are starting to erode both employee morale and service quality. A recent independent HR audit, requested after several guest complaints and staff resignations, uncovered serious concerns across several core HR functions.

One of the primary issues identified is the resort's lack of a structured recruitment and selection process. Department managers often recruit based on personal connections or urgent operational needs without involving HR or using standard job descriptions. This has led to mismatched hires for instance, front desk staff with poor communication skills or housekeepers who were unaware of basic safety and hygiene standards. Furthermore, interviews are rarely documented, and selection criteria vary between departments. Internal applicants are often passed over for roles without receiving feedback, causing frustration and perceptions of favoritism.

Once hired, new employees at Ocean Breeze go through minimal orientation. There is no formal induction program, handbook, or policy briefing. New staff are usually introduced to their supervisor and asked to "follow others" to learn the job. There is no explanation of employment rights, health and safety protocols, or company values. This lack of onboarding has led to mistakes, such as improper handling of guest complaints, miscommunication with international guests, and even breaches of food safety protocols in the resort kitchen.

Another issue is the absence of a consistent and formal performance appraisal system. While some departments conduct informal assessments, there is no standardized performance review process across the resort. Many staff members report not receiving any feedback on their performance, and when they do, it is usually negative and undocumented. This lack of structured feedback has demotivated staff and created confusion about how to improve or progress. Employees feel their hard work goes unnoticed, while others who perform poorly continue without consequence.

There is a general lack of investment in employee training and development. Most staff have not undergone any form of professional development since being hired. Housekeeping staff have not been trained in the latest hygiene standards, front desk staff haven't received customer service workshops, and the maintenance team lacks upskilling in safety practices and technology. Employees have expressed interest in training but feel the resort is unwilling to invest in their growth. The few who are sent for external training are often selected without transparent criteria, again reinforcing perceptions of bias.

Compensation at Ocean Breeze is another major concern. Several employees in similar roles earn significantly different wages, without clear explanations. For instance, a male waiter earns \$2.00 more per hour than his female colleague, although she has been with the resort longer and consistently receives positive feedback from guests. Overtime pay is often delayed, and in some cases, not recorded accurately. Staff working on weekends or public holidays sometimes do not receive the appropriate loadings required by Fijian labor laws. This has resulted in multiple complaints to the Ministry of Employment.

Benefits at the resort are minimal and inconsistently applied. Some permanent staff receive access to subsidized meals and discounted spa services, while others even those in the same category do not. There is no health insurance or transportation allowance, which is a challenge for employees commuting from nearby villages. Staff with families have expressed frustration that there is no support for child care or family-friendly leave policies. While the resort offers annual leave, requests are often denied during peak season, and some staff feel punished for taking sick leave.

Promotions at Ocean Breeze are perceived as subjective and biased. Many senior roles have been filled by individuals closely connected to upper management, even when more qualified or experienced employees have applied. A clear example involves a restaurant supervisor position that was given to a new hire from overseas, despite two Fijian staff with over five years of service applying and meeting all the listed criteria. This decision sparked anger among local staff and led to one of the applicants resigning.

Several employees have reported being terminated without proper procedure. One spa therapist was dismissed for alleged poor performance without being given prior warnings, support, or the opportunity to explain her side. Another maintenance worker was laid off due to "downsizing," only to be replaced by a friend of the Facilities Manager two weeks later. In many cases, there is no documentation, and employees are not provided with termination letters or final payments in line with legal entitlements. These practices breach Fiji's Employment Relations Act 2007, which emphasizes fair and lawful termination procedures.

OHS at the resort is dangerously neglected. There is no appointed OHS officer, and many safety procedures are outdated or ignored. Several staff have been injured on duty due to lack of training or proper equipment. A kitchen assistant suffered a burn from a faulty stove. A pool cleaner fell due to a slippery walkway with no warning signage. A maintenance worker received an electric shock while fixing lighting in the guest bure. These incidents were either unreported or not properly investigated. There are no regular safety drills, first aid kits are not restocked, and emergency exits are poorly marked in some areas of the resort.

The cumulative effect of these HR issues is a decline in morale, productivity, and service quality. Employees feel unsupported, unheard, and undervalued. The turnover rate has increased, with many experienced staff leaving for better opportunities at nearby resorts. Guests have begun to notice the difference. Online reviews frequently mention slow service, unprofessional staff behavior, and a lack of coordination, all signs of deeper systemic HR problems. Managers are overwhelmed dealing with staffing crises rather than focusing on innovation or guest satisfaction.

Source: Extracted and modified – Ministry of Employment, Productivity and Workplace Relations, Suva Fiji and Pacific Islands Legal Information Institute - A facility of the University of the South Pacific School of Law.

Questions

1. Critically evaluate the key HRM failures at Ocean Breeze Resort. How have these issues contributed to declining employee morale and service quality? Explain how Ocean Breeze's current HR practices align (or fails to align) with strategic human resource management principles. (5 Marks)
2. Briefly explain the various HR policies and procedures that you would need to implement at Ocean Breeze Resort to help them overcome and deal with the various HR issues that are affecting the resort. Provide examples. (5 Marks)

3. Analyze the impact of the resort's poor orientation and training practices on staff performance, compliance, and guest satisfaction. What best practices should be adopted to improve new employee integration? How would you go about conducting employee orientation? Explain using examples. (5 Marks)

4. Evaluate how inequities in pay and benefits at Ocean Breeze Resort are affecting employee motivation and retention. What role should HR play in ensuring compensation equity? What are the legal and ethical responsibilities of HR in managing disciplinary actions and dismissals? Explain using examples. (5 Marks)

The End