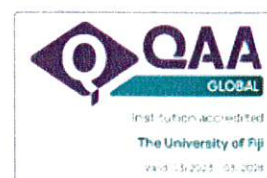




The University of Fiji
(An Entity of Arya Pratinidhi Sabha of Fiji)



SCHOOL OF BUSINESS AND ECONOMICS
Semester 1, 2026

FINAL EXAMINATION PAPER

MGT302: 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 four (4) sections A, B, C and D. All questions are compulsory to answer.
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	1-5	Scenario Analysis and Discussion (<i>Answer all the questions</i>)	30	60 minutes
B	6-10	Short Answer Questions (<i>Answer all the questions</i>)	30	40 minutes
C	11-12	Essay (<i>Answer both questions</i>)	20	50 minutes
D	13-16	Case Study (<i>Answer all the questions</i>)	20	30 minutes
		TOTAL	100	180 Minutes

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Registration Certificate Number (RGN0020/11)

SECTION A**SCENARIO ANALYSIS AND DISCUSSION****(30 MARKS)**

Answer all of the following questions in this section in the Answer Book provided.

1. **Scenario:** *Bula Solutions Ltd*, a major outsourcing firm in Suva, is facing a 25% turnover rate because mid-level managers are migrating to Australia and New Zealand under the Pacific Engagement Visa (PEV) and PALM schemes. The CEO wants a 3-year HR plan to ensure business continuity.

Question: Propose **three** strategic HR planning interventions that *Bula Solutions Ltd* can implement to mitigate the impact of regional labour migration while remaining competitive.

(6 Marks)

2. **Scenario:** The Ministry of Civil Service is transitioning from paper-based records to a cloud-based HRIS. During the Job Analysis phase, many long-serving officers are resisting, fearing that the "Job Evaluation" will prove their roles are redundant.

Question: Explain how a robust **Job Analysis** can be used to ensure the successful implementation of a new **HRIS**. Identify **two** specific data points the HRIS should capture to improve decision-making in the public sector.

(6 Marks)

3. **Scenario:** A regional NGO in Nadi is hiring a Project Manager. There is pressure from local community leaders to hire a "local candidate" based on kinship (*Sauturaga* system), but the donor agency insists on a strict Open Merit Recruitment and Selection (OMRS) process.

Question: Design a selection process that balances **OMRS** requirements with **cultural sensitivity**. Include at least **three** selection tools you would use.

(6 Marks)

4. **Scenario:** Tourism workers in the Mamanuca Islands report high stress due to "split shifts" and long periods away from their families on the mainland. This has led to a decline in the "Bula Spirit" (service quality).

Question: Suggest **two** Job Redesign strategies and **one** QWL initiative specifically tailored to the Pacific island hospitality context to improve employee morale.

(6 Marks)

5. **Scenario:** A family-owned retail chain in Fiji uses a "Graphic Rating Scale" (1–5) for annual appraisals. Employees complain that managers give "5s" to their friends and "2s" to those they dislike, regardless of sales performance.

Question: Critically evaluate the current system and propose a more objective Performance Management approach that would work for a medium-sized Fijian business.

(6 Marks)

SECTION B**SHORT ANSWER QUESTIONS****(30 MARKS)**

Answer all of the following questions in this section in the Answer Book provided.

6. Propose a **three-step HR Development strategy** to transition employees into the digital space at any given organization of your choice. Justify how this approach supports "lifelong learning" within the Fijian context.

(6 Marks)

7. Design a **Career Pathing initiative** that specifically addresses the "localization" of leadership. Identify two barriers to career progression unique to PICs that this plan would overcome.

(6 Marks)

8. Using **Herzberg's Two-Factor Theory**, explain why money might be failing as a motivator in this context and suggest **two non-monetary motivators** that respect Fijian cultural values.

(6 Marks)

9. Propose an **OHS Risk Management strategy** that balances strict safety compliance with the realities of working in a tropical PIC environment.

(6 Marks)

10. Identify **three types of Indirect Compensation** that would provide the most value to a Fijian family and explain the tax or social benefit for the employer.

(6 Marks)

SECTION C**ESSAY****(20 MARKS)**

Answer all of the following questions in this section in the Answer Book provided.

11. The rapid adoption of Artificial Intelligence (AI) and Remote Work technologies is reshaping the Pacific workplace. Critically analyze how HR leaders in Fiji can balance the drive for **digital efficiency** with the traditional Pacific values of "**Veilomani**" (**caring for one another**) and **communal harmony**. In your answer, discuss the potential risks of "digital alienation" and propose a framework for a "Human-Centric" digital transition.

(10 Marks)

12. The Pacific Island Countries are currently experiencing a significant "Brain Drain" due to global labour mobility schemes like the PALM (Pacific Australia Labour Mobility) and the New Zealand RSE. Evaluate the role of **Employer Branding** and **Strategic Total Rewards** as global HRM practices in retaining top-tier talent within Fiji. To what extent can local firms compete with the high-wage attraction of neighbouring developed nations?

(10 Marks)

Read the case study given below and answer all the questions in the Answer Book provided.

The future of work trends: navigating 2025 and beyond

The workplace is always evolving. Constant change calls for agility, but 64% of executives are worried their company isn't ready for today's ever-shifting landscape. Leaders face geopolitical, economic and technological disruption on all fronts. These challenges can feel overwhelming, but as the old saying goes: Knowledge is power. And staying ahead of emerging trends gives you the foresight to tackle them head-on.

The global economy is impacting jobs. While some economies like the EU are fairly stable, major economies like the U.S. and China are slowing down. This means tougher times for businesses: lower profits and less customer spending. It forces companies to rethink budgets and hiring. So where does this leave employers?

Despite concerns about the macroeconomic climate, two-thirds (67%) of executives are still prioritizing growth over the next year (an increase of 7% from 2024).

The push for growth, even in the face of economic headwinds, highlights a crucial strategy: global expansion. Economies grow at different rates, even during downturns, and a global presence helps companies mitigate risks from regional economic changes. Whether the goal is talent acquisition, mergers and acquisitions, or expansion, global hiring can be a solution to help you grow.

That's where an employer of record (EOR) like G-P™ becomes invaluable. Companies of all sizes can expand into new markets and manage global teams with full compliance. Partnering with an EOR gives you the agility you need to navigate economic shifts and maintain momentum.

Economic anxiety affects employees' job security too. G-P's research found that 65% of global employees have concerns about job loss in 2025. That number jumps to 70% in the U.S. and 85% in Singapore.

In the U.S., job insecurity may be magnified by at-will employment policies, which allow for termination without cause. In contrast, most European countries require just cause, advance notice and severance, giving workers more protections. Add in America's weaker social safety net and the fear of losing health insurance, and it's no surprise U.S.-based employees are feeling the stress more acutely.

Escalating job uncertainty is changing employee expectations around work. In 2025, employees want stability, beyond just a paycheck. Nearly half of employees (46%) believe a global company offers greater security, seeing them as more resilient to local downturns. Other benefits of working for a global company include:

- Career growth
- Diversity of thought
- Cross-cultural teamwork
- Relocation opportunities

While a global presence is a draw for talent, HR leaders have to consider the entire employee life-cycle. Navigating off-boarding for employees in different countries is complex because employment laws, termination procedures, and employee rights differ from one jurisdiction to another.

Properly handling off-boarding reduces the risk of wrongful termination claims. G-P Gia™, our AI-powered global HR agent, can confirm the legal requirements for off-boarding in different countries, outline best practices for exit interviews, and even generate compliant termination letters.

While a global presence can help you weather shifting macroeconomic dynamics, it's not without complexities. Global employment is a moving target, where the laws and best practices change all the time and are unique to individual markets. HR teams can't be experts in every law in every country.

Source: Globalization Partners (2025) <https://www.globalization-partners.com/blog/future-of-work-trends-2025/>

Case Study Questions:

13. According to the case study, why are 67% of executives prioritizing growth through global expansion despite a slowing global economy in major markets like the U.S. and China?

(5 Marks)

14. Compare the factors contributing to job insecurity in the **United States** versus **Europe** as described in the text.

(5 Marks)

15. Explain how an **Employer of Record (EOR)** and **AI tools** like "G-P Gia" assist HR leaders in managing a global workforce.

(5 Marks)

16. Why do 46% of employees believe working for a **global company** offers greater security, and what are two additional benefits of global employment mentioned in the text?

(5 Marks)

<THE END>