

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION PAPER, 2005

COURSE TITLE : HUMAN RESOURCE MANAGEMENT
COURSE CODE : BA 413
TIME ALLOWED : THREE HOURS
DEGREE AND YEAR : BACHELORS OF COMMERCE (YEAR – 4)
I.D.E. (YEAR – 5)

INSTRUCTIONS:

- 1. There are two sections in this examination: SECTION – A & SECTION - B**
- 2. marks awarded are indicated at the end of each question**
- 3. Marks will be awarded for good communication and for the orderly presentation of your answer**
- 4. Wrong and incorrect answer will not get marks**
- 5. Write the sub – heading and explain your answer clearly**

SPECIAL REQUIREMENT: NONE

THIS PAPER IS NOT TO BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR.

SECTION – A

INSTRUCTIONS: THIS IS A COMPULSORY SECTION (40 MARKS)

READ THE CASE STUDY AND ANSWER THE QUESTIONS GIVEN BELOW.

CASE STUDY: A CAUSE FOR DISMISSAL

DWAYNE SANDERS was the Dallas-area supervisor for Quik-stop, a chain of convenience Stores. There were seven Quik – Stop stores in Dallas, and Dwayne had full responsibility for managing them. Each store operated with only one person on duty at a time. Several of the stores stayed open all night every night. The Centre Street store was open Monday through Thursday all night but only from 6:00 A.M. to 10:00P.M. Friday through Sunday. Because the store was open fewer hours during the weekend, the money pickup was not done on Saturday and Sunday. Therefore, on Monday, the time it took to complete a money count was greater than normal.

The company had a policy that , when emptying the drop safe, the manager must be with the employee on duty, and the employee must place every \$1,000 in a brown bag, mark the bag, and leave the bag on the floor next to the drop safe until the manager verified the amount in each bag. Bill Catron worked the Sunday night shift at the Centre Street store and was trying to save the manager time by counting the money prior to his arrival. The store got very busy, and when bagging a customer's Bill accidentally placed the money bag in the customer's grocery bag instead of the bag containing his three sandwiches as he had intended. Twenty minutes later the manager arrived, and both men began to search for the money. A minute later the customer came back with the bag of money. The company has a policy that anyone violating this money counting procedure must be fired immediately.

Bill was very upset. "I really need this job", Bill exclaimed. "With the new baby and all the medical expenses we have had, I sure can't stand to be out of a job".

"You knew about the policy, Bill", said Dwayne. "Yes, I did, Dwayne", Said Bill, "and I really don't have any excuse. If you don't fire me, though, I promise you that I'll be the best store manager you've got".

While Bill waited on a customer, Dwayne called his boss at the home office in Houston. With the boss's approval, Dwayne decided not to fire Bill.

QUESTION

1. DISCUSS DWAYNE'S LEADERSHIP STYLE IN TERMS OF THE MANAGERIAL GRID? (20 MARKS)

QUESTION

2. EVALUATE THE ACTION DWAYNE TOOK. TAKE PARTICULAR NOTE OF HOW THE EVENTS IN THE CASE MIGHT AFFECT OTHER STORE MANAGERS?
(20 MARKS)

SECTION - B

INSTRUCTION: ANSWER ANY THREE QUESTIONS ONLY
EACH QUESTION CARRIES (20 MARKS)
(ESSAY TYPE ANSWERS)

QUESTION - 3

EXPLAIN ORGANIZATIONAL LIFE CYCLE AND HUMAN RESOURCE PLANNING?
(20 MARKS)

QUESTION - 4

DESCRIBE WHAT ORGANIZATIONS NEED FROM EMPLOYEES TO SUCCEED?
(20 MARKS)

QUESTION - 5

BRIEFLY EXPLAIN THE FOUR GENERAL METHODS OF ANALYZING A JOB IN AN ORGANIZATION?
(20 MARKS)

QUESTION - 6

WHO IS RESPONSIBLE FOR PERFORMANCE APPRAISAL IN AN ORGANIZATION?
EXPLAIN WHY?
(20 MARKS)

QUESTION - 7

YOU HAVE BEEN NAMED AS COMPENSATION MANAGER FOR AN ORGANIZATION,
HOW WOULD YOU ESTABLISH A PAY SYSTEM?
(20 MARKS)

QUESTION - 8

DISCUSS THE MISCELLANEOUS EMPLOYEES RIGHTS IN AN ORGANIZATION?
(20 MARKS)