

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION: ACADEMIC YEAR 2012/2013

[MAY 2013]

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COURSE TITLE	-	Human Resources Management
COURSE NUMBER	-	BA 307/409
TIME ALLOWED	-	3 Hours

INSTRUCTIONS

1. This paper consists of Section (A) and Section (B)
2. The case study in Section (A) is compulsory
3. Answer any three (3) questions from Section (B)

NOTE

You are reminded that in assessing your work, account will be given of the accuracy of language, general quality of expression, as well as the layout and presentation of your final answer.

GOOD LUCK!!

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**SECTION A CASE STUDY - COMPULSORY [40 MARKS]**

**READ THE CASE STUDY BELOW AND ANSWER THE QUESTIONS THAT FOLLOW**

**EAST YORKSHIRE CITY COUNCIL**

Rose Peller, the newly appointed Chief Executive of East Yorkshire City Council, had a mandate to restructure the city's local government. One of her first tasks was to set up a quality committee of senior managers to transform the council's culture, employee attitudes and performance, her objective being to introduce total quality management throughout the council's administration. Workshops on total quality management started with the senior management team and department managers, some of the workshops on leadership aiming to turn old-fashioned local government managers into "active leaders", trying to enthuse instead of dictate.

The proposed changes are both physical and cultural. Part of the restructuring is to introduce open-plan working areas throughout the council's buildings, in terms of both dismantling the counters between staff and customers and getting managers out of their offices. It is envisaged that the manager's role will become one of facilitator, and employees, after they have been organised into quality teams, will have greater autonomy and no longer hand problem-solving automatically to managers. In addition, Ms Peller, with support from the Conservative-controlled council, is planning to introduce performance-related pay, which will be linked to personal goals rather than office targets. Together with total quality management, it is expected that this will contribute to the new culture in local government.

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At a planning meeting, Rose Peller expressed her views in a forceful manner. "Since the department managers will be working in teams, they should know more about the people they are working with, which should make the appraisal system fairer. The more people work together and get rid of these hierarchical barriers the better", she said.

East Yorkshire City Council employs 620 manual and non-manual employees, and 85 percent are in UNISON, the recently created public sector union.

### Question

As an Assistant HR officer at East Yorkshire City Council, you have been asked to produce a report for the planning committee on the industrial relations and negotiating issues associated with the introduction of total quality management and performance-related pay. Your report should include the anticipated reaction of the trade union UNISON and the union's objectives in future negotiations between senior management and the union. [40 Marks]

## SECTION B [60 MARKS]

### INSTRUCTION

Answer any three (3) questions

1. (a) You are training someone to use a computer word-processing software program. Explain the training method that you would use and the reason for using that training method? [10 Marks]
  - (b) Assume that you want to identify the training needs of a group of sales employees in a luxury-oriented jewelry store. What would you do? [10 Marks]
  2. (a) Suppose you are a supervisor, what errors might you make when doing an employee's performance appraisal? [10 Marks]
  - (b) Discuss the following statement: "*Most performance appraisal systems in use would not pass legal scrutiny*". [10 Marks]
  3. (a) Explain the selection criteria an organisation should consider when selecting employees for international assignments. [10 Marks]
  - (b) Discuss the different factors that influence expatriate performance. [10 Marks]
  4. (a) Define and explain the difference between the following Concepts in human resource management: Training, Education, and Development. [10 Marks]
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(b) You want to evaluate the training received by some data-input operators, give examples of how to evaluate the training at four (4) different levels. [10 Marks]

5. (a) Why should an employer be concerned about employee substance abuse?  
[10 Marks]

(b) Discuss the problems associated with drug testing in employment [10 Marks]

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