

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION: ACADEMIC YEAR 2013/2014

[November 2013]

COURSE TITLE - Human Resources Management
COURSE NUMBER - BA 306
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!!

SECTION A CASE STUDY – COMPULSORY [40 MARKS]
READ THE CASE STUDY BELOW AND ANSWER THE QUESTIONS THAT FOLLOW

THE NHS HOSPITALS, UK CHAPERONING POLICY

The **National Health Service (NHS)** is the publicly funded healthcare system of England. It is the largest and the oldest single-payer healthcare system in the world. It is able to function in the way that it does because it is primarily funded through the general taxation system, in a similar fashion to the funding model for fire departments, police departments, and primary schools. The system provides healthcare to anyone normally legally resident in England, and also any other part of the United Kingdom (should a person from another UK area be travelling in England, for example), with almost all services free at the point of use for all such people.

Mr Moyhing, a former student male nurse, was training at NHS hospitals and health centres in London but was not allowed to perform procedures that might expose a female patient's breast unless he was chaperoned by a female colleague. Mr Moyhing was happy to not perform the procedures if a female patient asked to be treated by female nurse, but the patients were not being given that choice. He found it offensive as a man and felt like men couldn't be trusted.

Mr Moyhing complained that female staff was allowed to provide care to male patients with no chaperone present, but this was not the same for men. He took his case to court against the NHS and the employment tribunal stated that the policy was unlawful. The hospital was asked to pay £750 compensation.

The Equal Opportunities Commission said the ruling challenged assumptions that men can't be trusted. The decision would help to open up nursing for men, who make up only 10% of the workforce.

Mr Moyhing said he hoped that the decision will encourage nursing to draw on all the skills of both male and female students, as male nurses are still seen as a bit of an oddity.

The Royal College of Nursing said that chaperoning policy states that all patients should have the choice of being treated by a nurse of the same sex. However, this was not monitored and it was clear that male nurses suffered from an attitude that men could not care for patients in the same way women did.

Questions

Clearly **identify and explain** the equal employment opportunity and diversity issues involved in the case study outlined above? [40 Marks]

Source: Adapted from Equal Employment & Human Rights Commission, UK, 2005

SECTION B [60 MARKS]

INSTRUCTION

Answer any three (3) questions

1. (a) The Human Resource Management function can be thought of as having six main activities from which companies can choose the ones most appropriate to implementing their strategy. Identify and discuss the six activities. [10 Marks]
- (b) "The difference between personnel management and human resource management is a matter of semantics" Agree or disagree with this statement and explain your conclusions. [10 Marks]
2. (a) Differentiate between job description and job specification and further identify and briefly discuss the components of a job description. [10 Marks]
- (b) Discuss the advantages and disadvantages of three job analysis methods. [10 Marks]
3. (a) Discuss how organizational culture, organizational life cycle, and HR activities are interrelated. [10 Marks]
- (b) Define and explain workplace diversity and why it is important for organisations. [10 Marks]
4. (a) Discuss why growth has occurred in the use of contingent workers and alternative work schedules. [10 Marks]
- (b) What is job analysis and what are the uses of job analysis information? [10 Marks]
5. (a) Explain the meaning of the concepts of "Undue hardship" and