

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION: ACADEMIC YEAR 2013/2014
(MAY 2014)

COURSE TITLE - Human Resource Management
COURSE NUMBER - BA 307
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 (3) three questions from section (B)

NOTE

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

GOOD LUCK!!

CANDIDATES ARE NOT ALLOWED TO READ THE QUESTIONS UNTIL THEY ARE TOLD TO DO SO BY THE INVIGILATOR

SECTION A CASE STUDY – COMPULSORY (40 MARKS)**AT PACK-N-SAVE YOU SAVE¹**

In 2000 Manurewa opened his first supermarket in Johannesburg in what would become a chain of franchised supermarkets. He managed various sections such as fresh foods, bakery, the butchery and dry foods in other supermarkets. Although he had twenty years' experience in the retail industry and was of the opinion that it was time he started his own supermarket and turned it into franchises.

Pack-n-Save was due to open on 1 October 2000 and as it was in the CBD, he had enough "foot traffic", He placed the following notice in the shop's window on 15 August:

This store will open on 1 October 2000!!!

STAFF REQUIRED:

Shelf Packers
Butchery Block-man
Bakers
Cashiers
Storeman
Fresh Produce Assistants

Apply within or phone 0787571911 or 3467981 before 25 August if you are interested in one of the above positions

Manurewa was very busy getting his stock ordered, his shelves installed, arranging the refrigerators getting the bakery and butchery equipment installed, and the points of sale in order and working. Hundreds of people phoned him on his cellphone and landline. He thought that it would be good enough to take their telephone numbers and names, because he promised to get back to them.

He was very busy in the store with all the preparations. One morning he realized it was the 26th of August – and he had not phoned any of the applicants back to arrange an interview.

¹ Adapted from: Botha, C., Nel, P.S., Werner, A., Sono, Du Plessis, A.J., Ngalo, O., Poisat, P., Van Hoek, L., 2011. Human Resource Management, 8th Edition. Cape Town: Oxford University Press.

At random he chose a few numbers, phoned them and arranged interviews for the following day. He estimated the amount of employees for each position and was extremely lucky to fill all the vacancies.

1 October, 2000 arrived, and the doors opened for business. Most of the newly appointed staff reported on hour earlier as was requested by him. Before the end of the first week Manurewa realized that he had severe problems in his business. The first complaints were from the cashiers about the long hours they had to work, and there was no relief staff. One of the shelf packers mentioned that there was very few previously disadvantages people employed. This rumour spread through the supermarket and the customers starting to complain about the poor quality of the products from the bakery. He also had complaints about the quality of the meat and the packaging.

Case Study Questions

1. Identify the mistakes that Manurewa made in his recruitment efforts, starting with the lack of a recruitment policy. **[20 Marks]**
2. Explain how Manurewa should have planned his workforce by providing an overview of the steps he should have followed. **[20 Marks]**

SECTION B [60 MARKS]

INSTRUCTIONS

Answer Any Three (3) Questions

1. (a) Discuss the advantages and disadvantages of internal vs external recruitment
[10 Marks]
- (b) E- Recruitment will be the only method of recruitment in the next decade. Agree or disagree with the statement, but support your answer with theory learnt on this subject. [10 Marks]
2. (a) Match the terms with their definitions in the table below. [10 Marks]

Training Method		Matching Term
(i)	Training in which the learner answers questions asked by a computer	(a) Assessment centres
(ii)	Transferring trainees to different jobs to broaden their experience	(b) Simulation
(iii)	Training in an area that replicates the actual job situation	(c) Job instruction training
(iv)	Events that occur between the pre-test and post-test that threaten the reliability of a research design.	(d) Computer assisted instruction
(v)	A training technique in which a participant plays the part of another person	(e) internship
(vi)	A series of activities than can be used either for training or selecting new managers	(f) vestibule training
(vii)	The most popular on-the-job training technique	(g) Sensitizing effects of the pre-test
(viii)	Training that arranges the material in small sequential steps with immediate feedback	(h) Job rotation
(ix)	A training environment that attempts to reproduce job conditions and demonstrate the probable consequences of behaviours and/or decisions	(i) Role playing
(x)	A learning experience in which students learn while working	(j) Programmed instruction

- (b) An instructor would like to know the effectiveness of the course design and how much a participant has learned in a seminar. The instructor would like to achieve at least Level 2 evaluation.
- (i) What techniques could the instructor use to achieve level two evaluations? **[5 Marks]**
 - (ii) Should the instructor also consider doing a level one evaluation? Why or why not? **[5 Marks]**
3. (a) Describe the characteristics of a good performance evaluation interview **[10 Marks]**
- (b) Explain the legal guidelines for conducting employee evaluations and performance appraisals. **[10 Marks]**
4. What type of interview would you recommend for the following scenarios?
- (a) An Executive Manager's position interviewed by the Board of Directors for Nedbank Swaziland? **[10 Marks]**
 - (b) Ten (10) applicants for Pizza Hut Fast Foods to operate at the point of sale in Mbabane. **[10 Marks]**
5. Describe the three (3) major uses of performance appraisals? **[20 Marks]**