

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 408
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

KINGS CROSS HAIR DRESSING SALLON¹

Bushra Noah is a Muslim girl who was rejected from 25 hairdressing jobs. One particular hairdresser stated that it was because she wears a head scarf.

Bushra had applied for a job as junior assistant at the saloon in Kings Cross. When she arrived, she claimed that the owner was shocked that she wore a head scarf. Bushra felt this was unfair discrimination and took her case to court.

The owner of the saloon told the courts that she was shocked. Bushra had not told her that she wears a head scarf. She claimed that staff at her saloon needed to display their hairstyles to customers and that staff needed to reflect the funky, urban image of her salon.

The court ruled that Bushra had been badly upset by her job interview and was awarded £4,000 compensation for injury to feelings.

Question:

Clearly identify and explain the equal employment laws and/or diversity issues involved in the case study outlined above?

¹ Adapted from Equality & Human rights Commission Report, UK, 2005

SECTION B [60 MARKS]

INSTRUCTION

Answer any three (3) questions

1. (a) Human resource management has become an important function in the management of modern organisations. Explain the factors that have contributed to this development. [10 Marks]
- (b) Assume that you have been requested to develop a human resource plan for a local bank. What specific external factors would be important for you to consider? [10 Marks]
2. All HR practices have an ethical foundation. HR deals with the practical consequences of human behavior'. (Johnson, 2009). Discuss, with clear examples, at least five (5) ethical issues in human resource management? [20 Marks]
3. (a) Define Job Analysis. What process would you follow if you had to conduct a job analysis for an organisation that has never done it before? [10 Marks]
- (b) Describe three job analysis methods [10 Marks]
4. (a) Alternative work schedules mean both flexible work schedule and compressed work schedules. Explain the factors that have led to the growth in the use of alternative work schedules and contingent workers. [10 Marks]
- (b) What is human resource planning and why must HR planning be seen as a process flowing from the organisation's strategic plan? [10 Marks]
5. (a) What is strategic human resource management? [10 Marks]

- (b) Describe and explain, with examples, the open and closed approaches to strategic human resources management. [10 Marks]