

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION: ACADEMIC YEAR 2013/2014
[MAY, 2014]

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

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

SAINSBURY'S SELF-CHECKOUT TRAINING & DEVELOPMENT¹

As of the end of 2008, there were 92,600 self-checkout units worldwide. The number is estimated to reach 430,000 units by 2014. Sainsbury's is one of the UK's major retailers, with 872 stores nationwide and a fiercely competed 16.5% per cent market share of Great Britain's supermarket business.

Known for innovation and extending the customer offer, Sainsbury's was an early adopter of Self-Checkout in 2004 and, since then, has been implementing a strategy to roll out this technology across key stores to take advantage of the multiple benefits for store and customer.

Self-checkout (also known as **Self-service checkout**, or a **Semi Attended Customer Activated Terminal (SACAT)**) machines provide a mechanism for customers to pay for purchases from a retailer without direct input to the process by the retailer's staff. They are an alternative to the traditional cashier-staffed checkout.

A key challenge for the major retailing chain was to develop a training solution to support the implementation of Self Checkouts nationwide. The advantages to the store and the customers of Self-Checkout could only be realized if the adoption of the innovative technology was smooth and the staff felt comfortable with the new style of customer engagement in store.

Maidenbower created a series of pragmatic workshops to inform, motivate and involve store staff who would in turn support customers and champion the Self-Checkout initiative. Maidenbower's practical workshops helped develop the best practice and technical skills required. Store staff was trained to offer a differentiated, reliable and customer-friendly service, with emphasis on building rapport with customers.

¹ Adopted from Sainsbury Magazine, 2011, UK

Questions

- 1. Do you think they used the correct training method to train the teams at Sainsbury's and Why? **[10 Marks]**
- 2. At what level would you evaluate the effectiveness of the training programme and why? **[10 Marks]**
- 3. How and what would you evaluate at Kirkpatrick level 3 and 4? **[20 Marks]**

SECTION B [60 MARKS]**INSTRUCTION****Answer any Three (3) Questions**

1. (a) Discuss the advantages and disadvantages of internal vs external recruitment. **[10 Marks]**
(b) Outline the steps that you would follow in assisting the police force recruit new officers **[10 Marks]**

2. (a) Describe the basic training phases. **[10 Marks]**
(b) How would you go about identifying training needs in an organisation? **[10 Marks]**

3. Define performance management and then discuss the performance management process. **[20 Marks]**

4. Outline and discuss at least four performance appraisal methods, further discuss the advantages and disadvantages of each method **[20 Marks]**

5. (a) You have been recently employed as a Human Resource Manager for a major manufacturing company which has been losing key talent to its competitors in the last few years. Your task is to develop a compensation strategy for the company. What are some of the internal and external factors you would consider in developing your compensation strategy? **[10 Marks]**
(b) How would you ensure equity-based compensation? **[10 Marks]**