

**UNIVERSITY OF SWAZILAND
INSTITUTE OF DISTANCE EDUCATION**

B. ED (ADULT EDUCATION) YEAR V

FINAL EXAMINATION – MAY 2011

TITLE OF PAPER : SMALL-SCALE BUSINESS MANAGEMENT
COURSE CODE : BAE 411
TIME ALLOWED : THREE (3) HOURS
**INSTRUCTIONS : ANSWER ALL QUESTIONS IN SECTION A
AND THREE (3) QUESTIONS IN SECTION B**

**THIS PAPER MUST NOT BE OPENED UNTIL PERMISSION HAS BEEN GRANTED
BY THE INVIGILATOR**

Section A

Case Study

"I can't work on Friday nights"

Most Swazi understand that the National Constitution protects employees against discrimination based on gender or race bias. But most industrial relations codes also prohibit discrimination on the basis of religion. Both the Public Service & Allied Workers Union (PSAWU) and the school board (Central District) didn't understand that they had a duty to accommodate an employee's need for a schedule change for religious reasons. As a result, a former employee brought a religious discrimination complaint against both of them.

The former employee, Larry S. Reynard, who is a Seventh-day Adventist, had his employment terminated at the Spring Valley Primary School because the board and the union were unwilling to accommodate his request not to be scheduled to work on his church's Sabbath, which is from sundown Friday until sundown Saturday. Reynard had used his seniority to move to Spring Valley to work as a custodian. Under the collective agreement, he was the only custodian scheduled for the 3:00 to 11:00 p.m. shift during the week, including Friday night. Immediately upon moving to the new job, he requested that the board accommodate a schedule change, so that he wouldn't have to work on his Sabbath. The school board was willing to accommodate his request, but felt they needed the approval of his union. The union was unwilling to grant such an exception to the collective agreement. When the school board and PSAWU failed to reach an agreement, the school board dismissed Reynard because of his inability to work the Friday night shift.

After going through human rights tribunals and the lower courts, the case reached the Court of Appeal, which ruled that both the school board and PSAWU had a duty to accommodate Ronald's religious preferences, particularly when it would have been just as easy to allow him to clean the school on Sunday nights, rather than Friday nights. The school board was ordered to each pay Reynard R3 250 for lost wages. Each was responsible for paying him an additional R1 000 for emotional grief.

This incident serves as a reminder to employers, especially in industries such as transportation, public safety, and retailing where week end work is often an expected part of the job. The courts have ruled that employers must “reasonably accommodate” requests to observe religious days unless the request would cause “undue hardship” to the business. The employees’ religious beliefs are assumed to be sincerely held unless proven otherwise.

Questions

- 1. Is there anything an employer could do at the time of hiring that could legally prevent this problem from occurring? Motivate your answer. [5 marks]
- 2. Why do you think gender and race bias in Canada has received more attention than religious bias? [5 marks]
- 3. How could training to reduce religious discrimination fit in as part of ‘diversity’ (assortment / multiplicity / range / variety) training? [15 marks]
- 4. What might a training programme look like that seeks to reduce discrimination on the basis of religion (belief / creed / faith / religious conviction)? Be specific. [15 marks]

{Total marks = 40}

Section B

Answer three (3) questions from this section

Question 1

- (a) Explain what you mean by a “strategic plan” [4 marks]
- (b) With the aid of examples, discuss a SWOT analysis [16 marks]

[Total marks = 20]

Question 2

- (a) Why is a business plan important in general and for a small business in particular?

[4 marks]

(b) Identify and discuss four (4) main components of a business plan [4 x 4 = 16 marks]

[Total marks = 20]

Question 3

(a) Small business does not have to remain small. Do you agree with this statement [4 marks]

(b) Identify and discuss four (4) stages of business development [4 x 4 = 16 marks]

[Total marks = 26]

Question 4

(a) In what forms of trade do women mostly engage as small business entrepreneurs? [4 marks]

(b) Why are they concentrated in the forms of trade you identify in (a) above? State two (2)

reasons

[2 x 5 = 10 marks]

(c) Identify two (2) forms of business assistance targeted towards women in Swaziland?

[2 x 3 = 6 marks]

[Total marks = 20]

End of Question Paper