



1ST SEM. 2004/2005

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UNIVERSITY OF SWAZILAND

FINAL EXAMINATION PAPER

PROGRAMME: **BACHELOR OF SCIENCE IN HOME
ECONOMICS EDUCATION & HOME
ECONOMICS YEAR IV**

COURSE CODE: **TAD 409**

TITLE OF PAPER: **HUMAN RESOURCE MANAGEMENT**

TIME ALLOWED: **TWO (2) HOURS**

INSTRUCTIONS: **SECTION A IS COMPULSORY
ANSWER ANY TWO (2) QUESTIONS
FROM SECTION B**

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GRANTED BY THE CHIEF INVIGILATOR**

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Human Resource Management (TAD 409)
Supplementary Examination paper

SECTION A (Compulsory)

Read the case below and answer the questions that follow.

**Six: Sigma at Motorola:
All about being the best in International Markets.**

"Who is Robert W. Galvin? And why do the Japanese respect his views on management, quality control, and marketing?"

Galvin the Chief-Executive officer of Motorola, Inc., is the main leader in one of the world's leading high tech companies. He's a charismatic leader who hasn't been afraid to take on the Japanese or anyone else competing in the international marketplace.

Galvin has instilled a competitive spirit throughout Motorola. The company intends to become the best manufacturer of electronic hardware in the world. Wristwatch pagers, cellular phones, and other electronic devices are some of the products with which Motorola intends to beat everyone in the marketplace. Under the guidance of Galvin, the company has upgraded quality, improved manufacturing processes to cut costs, and aggressively pursued specific markets. It has also sported research and development consortiums and working with other firms to gain new footholds in foreign markets. Motorola is becoming a major force in Japan's home markets by offering high-quality products and forcefully marketing the company.

Galvin travels to Washington, D.C., regularly to brief legislators on the realities of international competition. The foreign competition is no longer free from Galvin's lobbying, comments, and observations. He wants to compete fairly, which is the message he constantly delivers.

Like the Japanese, Motorola has discovered that better quality pays for itself. High quality costs less because floor space, equipment, and underutilised people cost money. Motorola attempts to stay lean and to keep its eye on the hidden cost of poor quality.

Promotions, bonuses, and raises at Motorola are as important as is the case in any other firm. Each, however, is tied to quality improvement. Workers now see and believe that better quality means more rewards. They're convinced that they can be "number 1" in any market Motorola enters. They're convinced that teamwork, vision, and rewards are important to that goal.

Can one person make a difference! Can leaders be trained to be Galvin-like! There are no empirical studies to support the idea that one person's ideas, vision, and passion can

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inspire, motivate, and direct people. However, the Motorola approach seems to be working. The firm is a major competitor and a world leader in markets from Scandinavia to Japan to South America.

Of course, Motorola's competitors aren't sitting around. Not willing to settle for second best, Motorola is committed to compete. The goals of a tenfold reduction in defects, teamwork, and the

Six Sigma quality plan have provided Motorola employees with a cause, a mission. (Six Sigma is statistical jargon for near-perfect manufacturing--a rate of just 3.4 defects per million products.)

Motorola is not satisfied with any defects. All employees have wallet-size cards stating Motorola's Six Sigma goals in II languages. At officers' meetings, Six Sigma and quality are the first topics discussed. Motorola, at the direction of Gavin, has increased its spending on employee training: about 40 percent, or \$40 million, is spent on developing skills to sustain and improve on

the Six Sigma goals.

Galvin believes that Motorola can produce products that are virtually perfect. His vision of perfection has resulted in attention, awards, and international respect for Motorola and its 105,000 employees.

QUESTION 1

- (a) Galvin is said to be charismatic leader, define charismatic leadership style. (5 marks)
- (b) What charismatic qualities does Galvin project? (5 marks)
- (c) What behaviour and skills of Galvin suggest that he is not only a manager but also a leader? (10 marks)
- (d) What are the differences between a leader and Manager? (10 marks)
- (e) What is a transformational leader? Can it be concluded that Galvin is also a transformational leader, why? (10 marks)
- (f) What is the difference between transformational leadership and transactional leadership styles? (10 marks)

SECTION B

(Answer any two (2) questions)

Question 2

Discuss the relevance of understanding motivation theories to the problem of people and productivity that confronts every management practitioner (25 marks)

Question 3

'Every good manager knows that effective delegation is the very essence of sound management'.

- a. Briefly discuss what is and what is not delegated in the delegation process in organisations (10 marks)
- b. Explain why delegation is considered to be inevitable in most organisations (5 marks)
- c. If your supervisor or manager said that he intended to delegate some part of his workload to you, what would you expect to do and how would you expect him to behave towards you, if he wishes to ensure that the arrangement is effective (10 marks)

Question 4

- a. Communication is the essential aspect of every organisation, discuss its significance in managing a textile industry. (10 marks)
- b. How to facilitate effective communication? (15marks)

Question 5

Managers do not make much difference in relation to a textile industry. Discuss. (25 marks)