



UNIVERSITY OF SWAZILAND

FINAL EXAMINATION PAPER

1st SEMESTER 2009/2010

- PROGRAMME** : BSc. AG. & BIOSYSTEMS. ENG. YR3
BSc. AG. ECONOMICS. & AGBMGNT YR 3
BSc. AGRONOMY YR 3
BSc. ANIMAL SCIENCE YR 3
BSc. FOOD SC., NUTRITION & TECH. YR 3
BSc. CONSUMER SCIENCE YR 3
BSc. HORTICULTURE YR 3
BSc. TEXT., APP. DESIGN & MNGMT YR 3
- COURSE CODE** : AEM 301
- TITLE OF PAPER** : ORGANISATION & HUMAN RESOURCE
MANAGEMENT
- TIME ALLOWED** : TWO (2) HOURS
- INSTRUCTIONS** : ANSWER ALL QUESTIONS.
EACH QUESTION CARRIES A TOTAL
OF 25 MARKS

**DO NOT OPEN THIS PAPER UNTIL PERMISSION HAS BEEN
GRANTED BY THE CHIEF INVIGILATOR!**

QUESTION 1

- a) According to Frederick Herzberg, the motivation of employees requires more than what he calls, 'hygiene factors'. As a Chief Executive Officer employed by Swaziland Dairy Development Board, how would you ensure that apart from providing the 'hygiene factors', your staff remains motivated in the organization?
[15 marks]
- b) Discuss the advantages and disadvantages of designing an organizational structure based on the functions of the enterprise.
[10 marks]

QUESTION 2

You are a member of an internal promotions board in a tobacco producing company. In the last meeting of the board, it was agreed that the company needs to identify a suitable candidate to fill in the vacant position of an agricultural production manager. The board has assigned you to prepare a presentation for the next internal promotions meeting on the attributes and qualities of a suitable candidate for this position. Discuss the contents of your presentation.
[25 marks]

QUESTION 3

- a) After graduating, you are offered a job where you are expected to lead a team of about ten subordinates. Discuss how you would influence the behaviour of your subordinates through authority and power such that everyone works towards achieving the organizational goals.
[15 marks]
- b) Some management studies have revealed that the poor performance of certain organizations is caused mainly by elevating people to managerial positions despite the fact that they lack leadership skills. Is there a difference between a manager and a leader? Justify your answer.
[10 marks]

QUESTION 4

- a) Differentiate between stress and burnout.
[5 marks]
- b) Discuss the major sources of job related stress.
[20 marks]