



1st SEM. 2017/2018

UNIVERSITY OF SWAZILAND

MAIN EXAMINATION PAPER

- PROGRAMMES:**
- BSc. in Agricultural Economics and Agribusiness Management Year 3
 - BSc. in Agronomy Year 3
 - BSc. in Animal Science Year 3
 - BSc in Animal Science (Dairy) Year 3
 - BSc. in Food Science, Nutrition and Technology Year 3
 - BSc in Consumer Sciences 3
 - BSc in Consumer Sciences Education 3
 - BSc. in Home Economics Year 3
 - BSc. in Horticulture Year 3
 - BSc. in Agricultural Biosystems and Engineering Year 3
 - BSc. in Textiles Apparel Design and Management Year 3

COURSE CODE: AEM 301

TITLE OF PAPER: Human Resource Management

TIME ALLOWED: 2 Hours

INSTRUCTIONS: There are four questions in this paper. Each question carries 25 marks. Answer all questions. Read and understand questions before making an attempt.

DO NOT OPEN THIS PAPER UNTIL THE CHIEF INVIGILATOR HAS GRANTED PERMISSION.

Question 1

- (a) Your company, Future Prospect Ltd just won a huge Government tender to educate high schools students on the downside of public riots. It will require an addition to your present staff to meet the 3-year deadline. The Board of directors is against any recruitment of new personnel. What alternatives are available to you as the HR manager to help your company meet its timeline? (20 marks)
- (b) Discuss the Critical Incidents Technique as used in data collection under job analysis. (5 marks)

Question 2

- (a) Human Resources Management insists on promoting the concept of mutuality within organizations. Discuss this concept under the following alternatives, with examples (20 marks).
 - i. Mutual goal
 - ii. Mutual respect
 - iii. Mutual rewards
 - iv. Mutual Responsibilities
- (b) Write the name of the BARS appraisal method in full. (5 marks)

Question 3

- I. Fill the blanks with the most appropriate word.
 - (a) During a strike action, the employer's _____ for labour is pitted against a _____ withheld by the union.
 - (b) A job _____ is a list of the elements that make up a particular job.
 - (c) Job specifications are mostly based on the _____ guesses of supervisors and personnel manager.
 - (d) The human resources are the most important _____ of an organization.
 - (e) The Delphi technique is a _____ approach of the _____ demand concept. It is the opposite of the _____ analysis which is a _____ approach. It seeks to reduce the _____ of forecasts.
 - (f) _____ is the acquisition of technology, which permits employees to perform their present job.
 - (g) _____ data show the time _____ between manpower requisition and acquisition.

(h) Task or role analysis is a detailed _____ of a job, its _____ and its various operations. (15 marks)

II. Match the concept on the left with its definition on the right.

- (a) Assessment centers
- (b) Manning charts
- (c) Ranking method
- (d) Forced choice method
- (e) Recruitment
- i. pictorial representations of all organizational jobs
- ii. this is a special type of checklist
- iii. linking function
- iv. mainly used for executive hiring
- v. the most expedient method of evaluation

(10 marks)

Question 4

- I. Write the letter that represents the correct answer.
 - i. Which of these would you not want to be accused of as HR manager?
 - (a) Experiencing high labour turnover
 - (b) Being quoted as a bad example of unsafe practices
 - (c) Both a and b
 - (d) None of the above
 - ii. The markov analysis methodology helps organization with
 - (a) A pictorial representations of all organizational jobs
 - (b) A list of each employee's qualifications
 - (c) A profile of job holders
 - (d) A track of employee movements through various jobs
 - iii. Which of these is not an operational plan under the manpower plan
 - (a) Recruitment plan
 - (b) Compensation plan
 - (c) Retention plan
 - (d) Check points
 - iv. Job performance is a methodology of collecting job analysis data. It has one flaw,
 - (a) Relevance
 - (b) Applicability
 - (c) Time
 - (d) Cost
 - v. Industrial psychologists are used for evaluations, they assess employees' future potential and not past performance. Which of the following is not part of the appraisal?
 - (a) In-depth interviews

- 150
- (b) Psychological tests
 - (c) Discussions with incumbents
 - (d) Review of other evaluations
- vi. The six criteria for assessing performance are
- (a) Quality, quantity, lag time, need for supervision and interpersonal impact
 - (b) Quality, quantity, need for supervision, qualification and interpersonal impact
 - (c) Quantity, timeliness, cost of effectiveness, need for supervision and interpersonal impact
 - (d) Quality, timeliness, cost of training, need for supervision and quantity
- vii. According to Karl Marks,
- (a) Labour would never be adequately compensated
 - (b) Labour must be adequately compensated
 - (c) Labour should never be adequately compensated
 - (d) Labour has to be adequately compensated
- viii. The following are an overview of the components of compensation:
- (a) Wages, salaries, insurance plans, educational assistance
 - (b) Wages, salaries, commissions, bonuses
 - (c) Wages, salaries, bonuses, educational assistance
 - (d) Salaries, commissions, bonuses, insurance plans
- ix. Self-administered questionnaires are not an ideal tool to collect data because of
- (a) Issues with complexity of questions
 - (b) Low response rates
 - (c) Unreliable responses
 - (d) All the above
- x. Which of the following is not a disadvantage of on-the-job training?
- (a) Possibility of poor instruction and insufficient time
 - (b) Trainees may be exposed to good work practices
 - (c) A large amount of spoiled work and scrap material may be produced
 - (d) None of the above
- xi. The vestibule training method attempts to duplicate on-the-job-situation in a
- (a) Classroom
 - (b) Boardroom
 - (c) Workplace
 - (d) Market
- xii. The commodity approach is not true for labour because;
- (a) Labour is an intangible asset
 - (b) Ownership of labour is not transferable

- (c) Labour goes on strike
- (d) The laws of demand and supply are violated

- xiii.* The Delphi technique seeks to reduce the
- (a) Predictability of expert forecasts
 - (b) Subjectivity of management forecasts
 - (c) Objectivity of demand forecasts
 - (d) Subjectivity of demand forecasting

(13 marks)

- II.* Labour unions base their demand for improved or higher compensation on three arguments, discuss these with examples.

(12 marks)