

UNIVERSITY OF SWAZILAND

INSTITUTE OF DISTANCE EDUCATION

BACHELOR OF EDUCATION (ADULT EDUCATION) YEAR IV

FINAL EXAMINATION PAPER MAY 2005

TITLE OF PAPER : HUMAN RESOURCE MANAGEMENT I & II

COURSE : IDE-BAE 313-1 & 2

TIME ALLOWED : THREE (3) HOURS

- INSTRUCTIONS :
1. ANSWER **FOUR (4)** QUESTIONS ONLY. **TWO(2)** FROM SECTION A AND **TWO (2)** FROM SECTION B. **QUESTION 1 IS COMPULSORY.**
 2. ANSWERS SHOULD BE WRITTEN IN THE ANSWER BOOKLETS PROVIDED.
 3. DO NOT WRITE ON THE QUESTION PAPER.

THIS PAPER IS NOT TO BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR

SECTION A

QUESTION 1 [COMPULSORY] [40 MARKS]

INSTRUCTIONS: Read the following case study and answer the questions below.

MHLANGA AND JOUBERT'S COMPANY

Mhlanga and Joubert's Company employs a large force of draftspersons of various classifications. The draftspersons are represented by an independent draftsmen's union at this company. The job title of Detailer 3 is an entry classification ordinarily assigned to new, relatively inexperienced detail draftspersons. Normally at the end of one year a Detailer 3 is upgraded to Detailer 2 if works is satisfactory and if he or she demonstrates that he or she can do the slightly higher-level work of a Detailer 2.

On March 11, 2004, Mrs. Phindile Macwele., a Detailer 3 hired on January 8, 2003, submitted the following grievance to her superior.

"I request that my rating be changed from Detailer 3 to Detailer 2. I have been doing Detailer 2 works for about six months. I have always turned in jobs on time and in cases of rush work I have always had them in before they were promised. The designer that I work for and my drafting representative (union representative) both agree I am dong Detailer 2 work."

In a discussion of the grievance in the industrial relations office her supervisor made several assertions. He stated that he hired Mrs. Phindile Macwele, with the understanding that the job would involve a lot of short-promise work. A person doing such work must have a good attendance record. He said that she told him that her home problems would not interfere with her job.

The supervisor further stated that she was capable of doing Detailer 2 work. In fact, she has been doing some of it for the past six months. When she is on the job, the quality of her work is entirely satisfactory. The problem is that she is late and absent entirely too much. When she is here she talks too much with the other employees. The absence record for Mrs. Phindile Macwele is shown below:

Table 1.1 Absence Record for Mrs. Phindile Macwele

05/02/2004	½ day	Son sick
21/03/2004	1 day	Out of town
4-15/04/2004	2 days	Personal business
07/06/2004	1 day	Illness in family
20/08/2004	½ day	Alleged personal illness
30/08/2004	½ day	Alleged personal illness
20/09/2004	1 day	Personal illness
29/10/2004	½ day	Car trouble
19/11/2004	1 day	Car trouble
09-10/12/2004	2 days	Illness in family
03/01/2005	1 day	Personal business
18/02/2005	1 day	Illness in family
24/02/2005	1 day	Personal business

The supervisor said he would not promote a person with such a record.

- a) Since Mrs. Phindile Macwele has already demonstrated that she has done Detailer 2 work, do you think she would be upgraded?
[10 marks]
- b) If you were her supervisor, how would you handle this employee?
[5 marks]
- c) If one's actual work performance is of a higher grade level, does this justify a promotion regardless of excessive tardiness, absences, and talking on the job?
[5 marks]
- d) How appropriate is a denial of a promotion as a means of discipline?
[5 marks]
- e) If you were the manager in charge of the drafting department, how would you resolve this problem?
[10 marks]
- f) Is this primarily a discipline or a promotion case?
[5 marks]

QUESTION 2

Discuss the extent to which accreditation procedures make HRM professional.

[20marks]

QUESTION 3:

- (a) Identify the major HRM functions in your own organisation.

[10 marks]

- (b) Give a critique of the performance of your organisation in HRM.

[10 marks]

QUESTION 4

With the aid of examples, provide a step-by-step overview of the phases of HR planning.

[20 marks]

SECTION B

ANSWER TWO (2) QUESTIONS ONLY FROM THIS SECTION

QUESTION 5

- a) Discuss the criteria for a good performance appraisal system (Fisher et al, 1990).

[10 marks]

- b) Describe how you could use the above criteria in designing an appraisal system for an organization of your choice.

[10 marks]

QUESTION 6

- a) What is a “legal environment” in human resource management?

[5 marks]

- b) Using your own organization as an example, discuss the importance of laws, rules and regulations in human resource management.

[15 marks]

QUESTION 7

- a) What is the distinction between “quality of life” and “quality of work life” in organizations? [8 marks]
- b) With the aid of examples, analyze the quality of work life in your own organization. [12 marks]

QUESTION 8

- a) With the aid of examples, describe four major programmes for quality of work life improvement in organizations. [10 marks]
- b) Choose any two of the above programmes and explain how they could be implemented in an organization of your choice. [10 marks]