

**UNIVERSITY OF SWAZILAND**  
**INSTITUTE OF DISTANCE EDUCATION**  
**BACHELOR OF EDUCATION (ADULT EDUCATION) YEAR IV**  
**MAIN EXAMINATION PAPER MAY, 2006**

**TITLE OF PAPER : HUMAN RESOURCE MANAGEMENT I & II**

**COURSE : IDE- BAE 313 -1 & BAE 313 - 2**

**TIME ALLOWED : THREE (3) HOURS**

- INSTRUCTIONS :**
- 1. ANSWER ALL FOUR (4) QUESTIONS**
  - 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.**

**QUESTION 1**

**INSTRUCTIONS:**

Read the following text and the contents of Fig.1 and then answer a – c

**ORGANIZATION’S CULTURE** [adapted from Robbins,.P. and Coulter, M (202: 128 -1230)

The content and strength of an organization’s culture influence ethical behaviour. An organizational culture most likely to encourage high ethical standards is one that is high in risk tolerance, control, and conflict tolerance. Managers in such a culture are encouraged to be aggressive and innovative, are aware that unethical practices will be discovered, and feel free to openly challenge expectations they consider to be unrealistic or personally undesirable.

A strong culture will exert more influence on managers than a weak one. If the culture is strong and supports high ethical standards, it should have a very powerful and positive influence on manager’s decision to act ethically or unethically. The Boeing Company[ airplane manufacturers], for example, has a strong culture that has long stressed ethical corporate dealings with customers, employees, the community, and stockholders. To reinforce the importance of ethics, the company developed a series of serious and thought-provoking posters designed to get employees to recognize that their individual decisions and actions are important in the way the organization is viewed. In a weak organizational culture, however, managers are more likely to rely on work group and departmental norms as a behavioural guide.

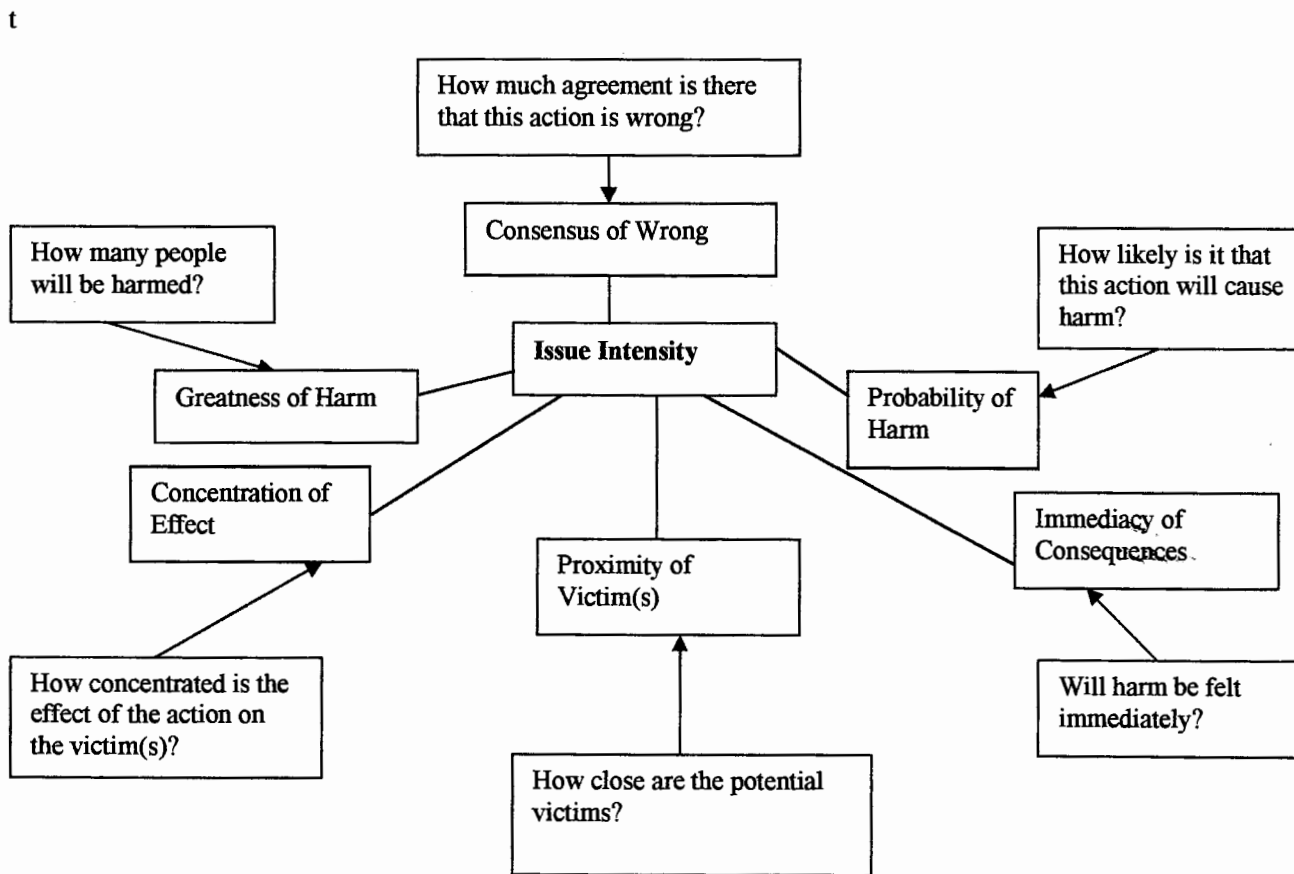
Table 1. Sample Boeing posters

SAMPLE BOEING POSTER I	SAMPLE BOEING POSTER II
<p style="text-align: center;"><b>We do great things By doing things in a great way.</b></p> <p style="text-align: center;"><i>Integrity is a full-time job.</i></p> <p style="text-align: center;">BOEING</p>	<p style="text-align: center;"><b>Integrity isn’t out there somewhere It’s in here, in who we are And what we do.</b></p> <p style="text-align: center;"><i>Boeing is known and respected for integrity .Ours.</i></p> <p style="text-align: center;">BOEING</p>

(Source: Robbins,.P. and Coulter, M (202: 128))

Key to ethical behaviour is **Issue intensity**. A student who would never consider breaking into a lecturer's office to steal a Psychology of Adult Education exam, for instance, doesn't think twice about asking a friend who took the same Psychology course from the same lecturer last semester what questions were on the exam. Similarly, a manager might think nothing about taking home a few office supplies yet be highly concerned about the possible embezzlement of company funds.

These examples illustrate the final factor that affects a manager's ethical behaviour: the intensity of the ethical issue itself. As fig.1 shows, six characteristics have been identified as relevant in determining issue intensity: greatness of harm, consensus of wrong, probability of harm, immediacy of consequences, proximity to victim(s), and concentration of effect.



**Fig. 1 Determinants of Issue Intensity** [ after Robbins, P. and Coulter, M (202: 129)

The six factors determine how important an ethical issue is to the individual. According to these guidelines, the larger the number of people harmed, the more agreement that the action is wrong, the greater the likelihood that the action will cause harm, the more immediately that consequences of the action will be felt, the closer the person feels to the victim(s), and the more concentrated the effect of the action on the victim(s), the greater the issue intensity. When the ethical issue is important – that is, the more intense it is – the more we should expect managers to behave ethically.

How could you use the above scenario to explain the following issues of organization, culture and ethics for an institution of your choice in Swaziland :-

- (a) Gender, abuse and equality [ 10 marks]
- (b) Motivation, production and productivity [ 10 marks]
- (c) Education and training [ 10 marks]
- (d) Compensation [ 10 marks ]

#### QUESTION 2

- (a) What is human resource management? [ 5 marks]
- (b) With the aid of examples, discuss the basic functions of the HRM unit in your own organization.

#### QUESTION 3

- (a) With the aid of examples, describe the role of performance appraisal systems. [ 10 marks]
- (b) Make a critique of performance appraisal in your own organisation. [ 10 marks]

#### QUESTION 4

- (a) What is strategic Management? [ 5 marks]
- (b) Describe the steps you would follow in introducing an organisational programme for mitigating the HIV/AIDS pandemic. [ 15 marks]