

**UNIVERSITY OF SWAZILAND**

**INSTITUTE OF DISTANCE EDUCATION**

**BACHELOR OF EDUCATION (ADULT EDUCATION) YEAR IV**

**FINAL EXAMINATION PAPER MAY, 2007**

**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.

**SRIC REINVESTIGATES MASUKU, SONS AND DAUGHTERS PETRO-CHEMICAL COMPANY**

“In January 2000, 12 employees died as a result of an explosion at the Mastapha Chemical Complex of the Masuku, Sons and Daughters Petro-chemical Company. In its initial investigations, SRIC representatives felt the accident was unavoidable, and occurred despite any safety wrong-doing on the company’s part. However, in January, 2004, a twist to this accident, claimed that SRIC never uncovered the truth regarding the accident.

According to Maria Salebona, the company safety director at the time of the explosion held a number of meetings with a select group of employees about the accident. These employees, one of whom was Salebona, had worked in the unit where the accident occurred. The main element of these meetings, according to Salebona, was being told not to give SRIC correct facts. To Salebona, that meant that actual maintenance records and procedures were not to be given to the SRIC inspector. Neither Salebona nor her colleagues were permitted to reveal that the equipment used in the area where the explosion occurred had been ‘pushed beyond its capacity’. Finally, Salebona alleges she and her fellow workers were instructed to lie about the accident.”

- a) If you were the SRIC inspector and Maria Sabona’s allegations prove true, explain the actions you would take against the Masuku, Sons and Daughters Petro-chemical Company. [ 20 marks]
- b) If the Safety Director did wilfully interfere with the initial investigation without consent or knowledge of top management, should top management be held responsible for this director’s actions? Why? [ 20 marks]

**QUESTION 2**

- (a) What is human resource management? [5 marks]
- (b) With the aid of examples, discuss to basic functions of the HRM unit in your own organization. [15 marks]

**QUESTION 3**

Discuss the influences of the “external environment” and “internal environment” on the HRM function of an organization. [20 marks]

**QUESTION 4**

Give a brief description of the following roles and functions of HRM :-

- (a) Policy formulator role [5 marks]
- (b) Adaptor Role [5 marks]
- (c) Development function [5 marks]
- (d) Inception function [5 marks]

**QUESTION 5**

- (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]

**SECTION B**

ANSWER TWO (2) QUESTIONS ONLY FROM THIS SECTION

**QUESTION 6**

- (a) With the aid of examples, discuss the role in motivation in increasing production and productivity of resources in an organisation of your choice. [10 marks]
- (b) Choose any two motivation theories and discuss how they could be applied in the motivation of workers in an organisation of your choice. [10 marks]

**QUESTION 7**

- a) With the aid of examples, describe what is meant by Training and Development.  
[10 marks]
- b) Explain ways in which your organisation trains and develops its employees and managers.  
[15 marks]

**QUESTION 8**

- a) What is compensation? [ 5 marks]
- b) With the aid of examples, discuss ways in which organisations use compensation as a means of motivation their human resource.  
[15 marks]

**QUESTION 9**

- a) What is the distinction between “health”, “security” and “safety” in organizations? [ 9 marks]
- b) Critique recurrent issues in “safety” and “security” in your own organization.  
[ 11 marks]