

UNIVERSITY OF SWAZILAND  
INSTITUTE OF DISTANCE EDUCATION  
IDE - ADULT EDUCATION  
MAIN EXAMINATION PAPER MAY 2008

TITLE OF PAPER : HUMAN RELATIONS 1 & 2  
COURSE CODE : BAE 206 1& 2  
DEGREE AND YEAR : BAE II  
TIME ALLOWED : THREE (3) HOURS  
INSTRUCTIONS :  
1. TOTAL NUMBER OF QUESTIONS IN THIS PAPER IS FOUR (6)  
2. ANSWER ANY TWO (2) QUESTIONS  
3. THE MARKS TO BE AWARDED FOR EACH QUESTION ARE AS INDICATED ALONGSIDE THE QUESTION

SPECIAL REQUIREMENTS: NONE

THIS PAPER SHOULD NOT BE OPENED UNTIL PERMISSION TO DO SO HAS BEEN GRANTED BY THE INVIGILATOR.

**SECTION A: ANSWER BOTH QUESTIONS IN THIS SECTION**

1. With relevant examples from your environment, discuss the following motivation theories and show how each can be used to improve human relations in organisations
  - a) Scientific Management (5 marks)
  - b) Human Relations Management theories (5 marks)
  - c) McGregor's Theory X and Theory Y (5 marks)
  - d) Herzberg's Satisfaction and Dissatisfaction theory (5 marks)
  - e) Maslow's Hierarchy of Needs theory (5 marks)
2. Discuss the various sources of conflict within an organisation. How can this conflict be solved to ensure smooth human relations? (25 marks)

**SECTION B: ANSWER ANY TWO QUESTIONS FROM THIS SECTION**

- 3a) Define power, and identify the various sources of power. (5 marks)
- b) It can be argued that every individual longs for power over others. How do the following factors influence power exchange among people?
  - (i) information (5 marks)
  - (ii) material possessions (5 marks)
  - (iii) ability to give pleasure (5 marks)
  - (iv) ability to 'give' displeasure (5 marks)
- 4a) Define leadership and clearly distinguish it from management (5 marks)
- b) Discuss the various methods through which people become leaders, and show whether any one method makes a person a better leader or not. Use your experiences as a guide to answering this question (20 marks)
- 5a) Define Personality (5 marks)
- b) Discuss the various personality theories and show how these can influence people's relations with others (20 marks)
- 6a) Define perception and discuss the perceptual process (15 marks)
- b) Distinguish among beliefs, attitudes and values (10 marks)