

Course Code : IDE-BAE 313 (M) 2009

**UNIVERSITY OF SWAZILAND
INSTITUTE OF DISTANCE EDUCATION**

BACHELOR OF EDUCATION (ADULT EDUCATION) YEAR IV

FINAL EXAMINATION PAPER, MAY, 2009

TITLE OF PAPER : HUMAN RESOURCE MGT. I & II

COURSE CODE : IDE-BAE 313- 1 & 2

TIME ALLOWED : THREE (3) HOURS

- INSTRUCTIONS :**
- 1. ANSWER FOUR QUESTIONS ONLY.**
 - 2. AT LEAST ONE (1) FROM EACH OF THE THREE SECTIONS**
 - 3. QUESTION ONE IS COMPULSORY**
 - 4. ANSWERS SHOULD BE WRITTEN IN THE ANSWER BOOKLETS PROVIDED.**
 - 5. DO NOT WRITE ON THE QUESTION PAPER.**

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

SECTION A

QUESTION 1

CASE

Nelisiwe Solomon is a data entry clerk at Mabuza and Mbuyisa Manufacturing Company in Matsapha. Two weeks ago she visited her doctor for pain in her right hand. The doctor diagnosed her pain as “carpal tunnel syndrome”. He provided a note for Nelisiwe’s supervisor, placed two splints on her hand, and advised Nelisiwe to discuss jobs or tasks with her supervisor due to extensive damage to her hand.

One week later Nelisiwe returned to the doctor, and the doctor said, “Nelisiwe your body is going to win - you must consider another type of activity at work or your wrist will not heal”. Although Nelisiwe believes that there is no other job at the company and that her supervisor will not be sympathetic she knows she must discuss the alternatives to forty hours of typing a week. When Nelisiwe returns to work. Her supervisor, Zandile Madonsela, asks, “Well, Nelisiwe, that was that a nice break? We left your work for you, though, and I hope you’ll stay until it’s finished, even if working in that vice might get a little comfortable!”.

Nelisiwe responds, “Zandile, that wasn’t a break. Lying awake at night with my hand aching is not a break. My doctor advised not to type for two weeks, to change activities, and to discuss with you how to change tasks to let it heal as well as it can”.

Zandile replies, “ You know Nelisiwe, we’d all like variety. Every data clerk here has “carpal tunnel”; so do I; what’s new? I can’t rotate tasks or change activities for you - there are no other activities. Data entry is just the same job you’ve held for twelve years, and the only one you’ll probably ever hold here. The only one who can decide if you can do the job is you. I can’t do you any favours; it wouldn’t be fair to the others since they complain of “carp tunnel” too. You either enter your data and keep up, or find a job someplace else. That’s what they pay us for. Understand?”.

Nelisiwe understands. She takes two pain pills, and begins typing, hurting physically and emotionally, and wonders if she should talk to someone in personnel.

If you were the personnel manager of Mabuza and Mbuyisa Manufacturing Company:

(i) Describe the advice you would give to Nelisiwe Solomon

[10 marks]

(ii) Describe the advice you would give to Zandile Madosela

[10 marks]

(iii) Discuss the implications of the incident for the Mabuza and Mbuyisa Manufacturing Company 's human resource manager to better prepare and inform Zandile Madonsela and other supervisors in the future and to more

[20 marks]

SECTION B

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 organisation.

[15 marks]

QUESTION 3

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 functions [5 marks]

QUESTION 4

- (a) Discuss the role of HRM in an organisation of your choice in Swaziland
[10 marks]
- (b) How do you rate the performance the HRM in that organisation? Why?
[10 marks]

QUESTION 5

- (a) What is HR planning? [5 marks]
- (c) With the aid of examples, discuss why the HR department should play a major role in the strategic planning process of an organisation.
[15 marks]

QUESTION 6

- Discuss the role of Training and Development in an organisation of your choice in Swaziland
[20 marks]

SECTION C

QUESTION 7

- (a) What is motivation? [5 marks]
- (b) Describe how you could use any two motivation theories in motivating the work-force in your organisation. [15 marks]

QUESTION 8

- (a) What is the role of performance appraisal in organisations?
[4 marks]
- (b) Discuss the merit and demerits of any four techniques of performance appraisal.
[16 marks]

QUESTION 9

With the aid of examples, discuss the role of HRM in ensuring health and security in an organisation of your choice.

[20 marks]