

UNIVERSITY OF SWAZILAND

INSTITUTE OF DISTANCE EDUCATION

BACHELOR OF EDUCATION (ADULT EDUCATION) YEAR IV

MAIN EXAMINATION PAPER MAY, 2010

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. ONE QUESTION FROM EACH SECTION.
 2. QUESTION 1 IS COMPULSORY.
 3. ANSWERS SHOULD BE WRITTEN IN THE ANSWER BOOKLETS PROVIDED.
 4. 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.

NDWANDWE, MKHATSHWA AND NXUMALO INDUSTRIES

"Ndwandwe, Mkhathshwa and Nxumalo Industries 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 work 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, 2010, Miss Zanele Mnisi, a Detailer 3 hired on January 8, 2009, 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 doing Detailer 2 work."

In a discussion of the grievance in the industrial relations office her supervisor made several assertions. He stated that he hired Miss Zanele Mnisi, 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. I will not promote a person with such a record."

The record of absence for Miss Zanele Mnisi is shown below:

Table 1.1 Record of absence from duty for Miss Zanele Mnisi 2009/2010

02/02/2009	½ day	Son sick
23/03/2009	1 day	Out of town
14-15/04/2009	2 days	Personal business
05/06/2009	1 day	Illness in family
21/08/2009	½ day	Alleged personal illness
28/08/2009	½ day	Alleged personal illness
25/09/2009	1 day	Personal illness
30/10/2009	½ day	Car trouble
20/11/2009	1 day	Car trouble
10-11/12/2009	2 days	Illness in family
04/01/2010	1 day	Personal business
19/02/2010	1 day	Illness in family
26/03/2010	1 day	Personal business

- a) Since Miss Zanele Mnisi has already demonstrated that she has done Detailer 2 work, do you think she should 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]

SECTION B

ANSWER ONE (1) QUESTION.

QUESTION 2

- (a) What is human resource management? [10 marks]
- (b) With the aid of examples, discuss the basic functions of the HRM unit in your own organization. [10 marks]

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]

SECTION C

ANSWER ONE (1) QUESTION.

QUESTION 4

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

[20 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]

QUESTION 6

- (a) With the aid of examples, discuss the role of 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]

SECTION D

QUESTION 7

- 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]

QUESTION 8

- 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]