

**UNIVERSITY OF SWAZILAND  
INSTITUTE OF DISTANCE EDUCATION**

**BACHELOR OF EDUCATION (ADULT EDUCATION) YEAR IV  
MAIN EXAMINATION PAPER, MAY, 2012**

- TITLE OF PAPER : HUMAN RESOURCE MANAGEMENT I &II**
- COURSE CODE : IDE-BAE 313 -1 &2**
- TIME ALLOWED : THREE (3) HOURS**
- INSTRUCTIONS: 1. ANSWER FOUR QUESTIONS ONLY. TWO (2)  
FROM SECTION A AND TWO FROM SECTION B**
- 3. ANSWERS SHOULD BE WRITTEN IN THE  
ANSWER BOOKLETS PROVIDED.**
- 4. 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 (25 marks)**

“I view a major part of my responsibility as Human Resource Manager is helping employees fulfil their capacities as humans. I do not see them as ‘cogs in the professional services wheel’ that turn solely on the whims of our clients. I find that our employees produce outstanding results for our clients when they feel that they can serve in an environment that allows them to grow and excel. It is good to create a stimulating environment. We should add opportunities for development, training, and continuing education; allow significant personal time that can be used for employee’s families or their own growth; and spend time with each employee to get to know him or her personally and professionally.”

Discuss the above statement in the light of the roles and functions of Human Resource Management. (25 marks)

**QUESTION 2 (25 marks)**

- (a) With the aid of examples, explain the importance of human resource planning in promoting and sustaining production and productivity in organisation. (12.5 marks)
- (b) Critique the performance of your organisation in human resource planning. (12.5 marks)

**QUESTION 3 (30 marks)**

Using your organisation as an example, examine current practices and effectiveness of the following techniques for organisation members training and development:

- (a) On-the- job methods (7.5 marks)
- (b) Off-the-job methods (7.5 marks)
- (c) Behavioural modelling (5 marks)
- (d) Team building (5 marks)

**QUESTION 4 (25 marks)**

Using your organisation as an example, compare and contrast content perspectives on Motivation in ( Maslow’s(1970) Hierarchy of needs theory and Herzberg’s (1966) two-Factor theory); and Process perspectives on motivation (Expectancy model Vroom(1964), Porter-Lawer(1967); and Equity theory).

**SECTION B**

**QUESTION 5 (25 marks)**

- (a) Performance appraisal can be viewed both as a process and system. Outline the main components of the performance appraisal process according to De Cenzo and Robbins (19994), giving a brief description of each (15 marks)
- (b) With reference to your own organisation, outline and discuss any four (4) functions of performance appraisal. (10 marks)

**QUESTION 6**

Discuss the legal considerations under the following headings in the context of Swaziland:

- (i) Unionization
- (ii) Improving quality of work life and productivity
- (iii) Occupational health and safety
- (iv) Selection and placement
- (v) Performance appraisal (25 marks)

**QUESTION 7**

- (a) You are a HR Manager in your organisation and you are planning to start an Employee Assistance Programme (EAP). List and discuss factors that may determine the success or failure of the EAP (8 marks)
- (b) Employees in an organisation need to feel safe and have a sense of security from threats. With the aid of examples and in the context of Swaziland, discuss the following:
- (i) Union security (5 marks)
  - (ii) Pay security (7 marks)
  - (iii) Job security (5 marks)

**QUESTION 8**

- (a) Define the term 'quality of work life' (4 marks)
- (b) With the aid of examples, discuss the following quality of work programmes:
- (i) Employee involvement (8 marks)
  - (ii) Job design approaches (8 marks)
  - (iii) Employment security (5 marks)