

**UNIVERSITY OF SWAZILAND**

**INSTITUTE OF DISTANCE EDUCATION**

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

**MAIN EXAMINATION PAPER DECEMBER, 2014**

**TITLE OF PAPER : HUMAN RESOURCE MANAGEMENT I**

**COURSE : IDE-BAE 427**

**TIME ALLOWED : THREE (3) HOURS**

**INSTRUCTIONS :**

- 1. ANSWER FOUR (4) QUESTIONS ONLY. ONE (1) FROM SECTION A AND THREE(3) FROM SECTION B.**
- 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**

## SECTION A

### QUESTION 1 [34 marks]

- (a) What is the rationale for HR planning and placement in organisations?  
[8 marks]
- (b) Identify and examine the relationship between (i) human resources and (ii) other organizational resources.  
[6 marks]
- (c) Examine the contribution of each of the six (6) components of the Human Resource Management Assessment Instrument in increasing the quality, efficiency, effectiveness and productivity of organizational resources: (i) *HRD capacity* (ii) *HRD planning* (iii) *HRM data* (iv) *Personnel policy and practice* (v) *Performance management* and (vi) *Training and development*. [18 marks]

## SECTION B

### QUESTION 2 [22 marks]

- (a) Explain the genesis of the terms *personnel*, *manpower*, *human resource*, *people*, *human capital*, *intellectual capital* and their impact on HRM practices.  
[1marks]
- (b) Critique the performance of your organization in human resource (i) motivation and (ii) compensation.  
[11 marks]

### QUESTION 3 [22 marks]

- (a) Using your organisation as an example, analyze the link between the *internal environment* and *external environment* of organizations.  
[11 marks]
- (b) What are the implications to human resources management?  
[11 marks]

### QUESTION 4 [22 marks]

- (a) What is the distinction between *training* and *development* in organization?  
[10 marks]
- (b) Critique the performance of your organization in the HRM function (in a above).  
[12 marks]

**QUESTION 5 [22 marks]**

- (a) Using your organization as an example, examine the human context of HRM and the work context of HRM. [10 marks]
- (b) How could you use the Porter and Lawler Model in human resource management? [12 marks]

**QUESTION 6 [22 MARKS]**

How could you use (i) McGregor's Theory X and Y and (ii) Schein's model of motivation in human resource management?

[22 marks]