

UNIVERSITY OF SWAZILAND

INSTITUTE OF DISTANCE EDUCATION

BACHELOR OF EDUCATION (ADULT EDUCATION) YEAR IV

MAIN EXAMINATION PAPER DECEMBER, 2015

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[40 marks]

- (a) Critique the performance of your organization in the following HRM roles and functions: *policy formulator, innovator, motivation, and maintenance*.
[8 marks]
- (b) How could you use (i) Maslow's hierarchy of human needs theory or (ii) Herzberg's motivation-hygiene theory in human resource management?
[8 marks]
- (c) Using your organization as an example, 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 organisational resources: (i) *HRD capacity*, (ii) *HRD planning*, (iii) *HRM data*, (iv) *Personnel policy and practice*, (v) *Performance management* and (vi) *Training and development*.
[24 marks]

SECTION B

QUESTION 2[20 marks]

- (a) What is the link between the organisation's strategic management process and strategic human resource management? [10 marks]
- (b) Using your organization as an example, examine the impact of Information Communication technology (ICT) on HRM practices in Organisations.
[10 marks]

QUESTION 3[20 marks]

- (a) Critique the systems model for planning employee training programmes.
- (b) Compare and contrast on- the- job training with off-the-job training in organisations.

QUESTION 4[20 marks]

- (a) What is the difference between indirect financial compensation and wages/salaries?
[10 marks]
- (b) Critique the use non-financial motivators: *participation, quality of work life and job design* in organizations. [10 marks]

QUESTION 5 [20 MARKS]

How could you use (i) Expectancy theory and (ii) Equity theory in human resource management?
[20 marks]