

UNIVERSITY OF ESWATINI

INSTITUTE OF DISTANCE EDUCATION

BACHELOR OF EDUCATION (ADULT EDUCATION) YEAR IV

MAIN EXAMINATION PAPER DECEMBER, 2018

TITLE OF PAPER : HUMAN RESOURCE MANAGEMENT I

COURSE : IDE-BAE 427

TIME ALLOWED : THREE (3) HOURS

- INSTRUCTIONS :**
- 1. ANSWER FOUR (4) QUESTIONS ONLY. QUESTION ONE (1) (COMPULSORY) FROM SECTION A AND THREE (3) QUESTIONS FROM SECTION B.**
 - 2. ANSWERS SHOULD BE WRITTEN IN THE ANSWER BOOKLETS PROVIDED.**
 - 3. DO NOT WRITE IN THE QUESTION PAPER.**

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

SECTION A

QUESTION 1[40 marks]

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

QUESTION 3 [20 MARKS]

- (a) What is the impact of motivation on (i) worker morale (ii) productivity and staff turnover?
[10 marks]
- (b) Using your organisation as an example, explain how you could use (i) *McGregor's Theory X and Y model* of motivation and (ii) *Ouchi's theory Z* in human resource management. [10 marks]

QUESTION 4[20 marks]

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

QUESTION 5[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]