

**UNIVERSITY OF SWAZILAND**  
**FACULTY OF SOCIAL SCIENCE**  
**BACHELOR OF ARTS (SOCIAL SCIENCE), YEAR 3**  
**FINAL EXAMINATION PAPER: MAY 2006**

**TITLE OF PAPER: PUBLIC PERSONNEL ADMINISTRATION**

**COURSE CODE: PA 306**

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

**INSTRUCTIONS:**

- 1. ANSWER FOUR (4) QUESTIONS;  
TWO (2) FROM EACH SECTION**
- 2. ALL QUESTIONS CARRY EQUAL MARKS OF  
TWENTY FIVE (25) EACH**

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

## **SECTION A**

### **QUESTION 1**

"People are the single greatest asset at the disposal of an organization and can be a source of competitive advantage if managed effectively". Discuss this statement from a Human Resource Management perspective.

### **QUESTION 2**

Define the term work place flexibility? Discuss this concept with reference to the different types of flexibility and the perspectives of managers and unions on flexibilization.

### **QUESTION 3**

Why has the issue of occupational safety and health assumed special significance in recent years both in public and private organizations? In your opinion, what policies and measures constitute best practice in the area of occupational health and safety? You may refer to the Occupational Health and Safety Act of Swaziland, 2001.

### **QUESTION 4**

Explain the objectives of the financial compensation process and the main determinants of wages and salaries in the organizations you know.

## **SECTION B**

### **QUESTION 5**

Drawing from Cole, G.A. (2002) and Grogan, J. (2005) discuss the following:

- The parties to the employment relationship
- The differences between a contract of service and a contract of work.
- The duties of the parties to each other in a contract of service.

### QUESTION 6

Discuss the reasons for redundancy and retrenchment. Explain the principles that must be observed in relation to dismissal on the basis of the operational requirements of the employer. Refer to the relevant provisions of the Employment Act of Swaziland, 1980.

### QUESTION 7

Select one of the following and discuss the criteria that constitute a fair dismissal:

- Misconduct
- Incapacity

### QUESTION 8

With reference to collective bargaining, distinguish between *distributive bargaining* and *integrative bargaining*. To what extent is collective bargaining a decision making process?