

UNIVERSITY OF SWAZILAND  
FACULTY OF SOCIAL SCIENCE  
BACHELOR OF ARTS (SOCIAL SCIENCE), YEAR 3  
SUPPLEMENTARY EXAMINATION PAPER: JULY 2011

**TITLE OF PAPER:** PUBLIC PERSONNEL ADMINISTRATION

**COURSE CODE:** PA 306

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

**INSTRUCTIONS:** 1. ANSWER FOUR (4) QUESTIONS;  
TWO (2) QUESTIONS 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**

Explain the essential elements of a contract of employment and further discuss the common law rights and duties of the employer and employee with regard to the contract of employment.

### **QUESTION 2**

Distinguish between *job analysis* and *job design*. What are the essential steps that have to be observed in the job analysis process?

### **QUESTION 3**

Define 'Education' and further explain the Kirkpatrick model for evaluating training and development.

### **QUESTION 4**

Discuss any five sanctions that are available to the employer and the effects that they may be intended to have on the employees.

## SECTION B

### **QUESTION 5**

Discuss in detail the four main types of unions and further explain why employees join trade unions

### **QUESTION 6**

Why is productivity bargaining seen to be an improvement to collective bargaining? Discuss briefly the definitions of both concepts and the disadvantages of collective bargaining.

### **QUESTION 7**

Extensively discuss the similarities and differences between 'Conciliation' and 'Arbitration' as methods of conflict resolution in industrial/labour relations.

### **QUESTION 8**

Distinguish between an International Labour Organisation (ILO) 'Convention' and 'Recommendation' by defining the two and further explaining their effects. In your discussion explain the consequences of non-compliance with an ILO Convention.