

**UNIVERSITY OF SWAZILAND  
FACULTY OF SOCIAL SCIENCE  
BACHELOR OF ARTS (SOCIAL SCIENCE), YEAR 3**

**FINAL EXAMINATION PAPER: DECEMBER 2013**

**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**

Distinguish between personnel management, human resource management and strategic human resource management.

### **QUESTION 2**

Differentiate between recruitment and selection and discuss the different sources of recruitment.

### **QUESTION 3**

Discuss the basic cycle of systematic training and development.

### **QUESTION 4**

Define job design and outline its main approaches.

## **SECTION B**

### **QUESTION 5**

Distinguish between a contract of employment and employment at will. Outline the different ways in which a contract of employment can be terminated.

### **QUESTION 6**

Discuss the circumstances under which an employer may legitimately dismiss an employee on the grounds of incapacity.

### **QUESTION 7**

Explain the main differences between the unitarist, pluralist and radical perspectives on labour relations by referring to their underlying ideologies, their approaches to unions and to conflict at the workplace.

### **QUESTION 8**

Outline the differences between a recognition agreement and a collective agreement and discuss the main collective bargaining strategies.