

**UNIVERSITY OF SWAZILAND**  
**FACULTY OF SOCIAL SCIENCE**  
**BACHELOR OF ARTS (SOCIAL SCIENCE) YEAR 3**  
**FINAL EXAMINATION PAPER, DECEMBER 2017**

**TITLE OF PAPER:** PUBLIC PERSONNEL ADMINISTRATION

**COURSE CODE:** PA 306

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

**INSTRUCTION:**

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

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

### **QUESTION 1**

Define Collective Bargaining and discuss its importance in Labour Relations (25 Marks).

### **QUESTION 2**

Discuss the major components of Strategic Human Resources Management (SHRM) in the modern organization and why the HR Strategy should align with the organization's strategy (25Marks).

### **QUESTION 3**

Discuss the ten (10) steps of the recruitment process from the time a vacancy is declared until the induction process (25 Marks).

### **QUESTION 4**

Define a grievance and outline the process followed in grievance handling (25 Marks).

### **QUESTION 5**

Define performance management and discuss the performance appraisal problems and their possible solutions (25 Marks).

### **QUESTION 6**

Discuss the procedural and substantive fairness in employee dismissal and the three forms of employee dismissal (25 Marks).

### **QUESTION 7**

Discuss the internal and external sources of recruitment and determine factors that may influence recruitment in organizations (25 Marks).

### **QUESTION 8**

Discuss the Pluralist Approach to labour relations and explain why it is generally deemed to be more favourable when compared to the Unitarist and Radical Approaches (25 Marks).