



1st SEM. 2019/2020

UNIVERSITY OF SWAZILAND

MAIN EXAMINATION PAPER

PROGRAMMES: BSc. in Agricultural Economics and Agribusiness Management Year 3
BSc. in Agronomy Year 3
BSc. in Animal Science Year 3
BSc. in Animal Science (Dairy) Year 3
BSc. in Food Science, Nutrition and Technology Year 3
BSc. in Consumer Sciences 3
BSc. in Home Economics Year 3
BSc. in Horticulture Year 3
BSc. in Agricultural Biosystems and Engineering Year 3
BSc. in Textiles Apparel Design and Management Year 3
BSc. in Agricultural Education Extension Year 3

COURSE CODE: AEM 301

TITLE OF PAPER: Human Resource Management

TIME ALLOWED: 2 Hours

INSTRUCTIONS: There are four questions in this paper. Each question carries 25 marks. Answer all questions. Read and understand questions before making an attempt.

DO NOT OPEN THIS PAPER UNTIL THE CHIEF INVIGILATOR HAS GRANTED PERMISSION.

Question 1

(a) Use True or False to answer the following question. (20 marks)

- i. The interaction of supply and demand in the labour market leads to the creation of the going-wage rate.
- ii. A halo effect takes place when ratings are heavily influenced either by past and current behaviour.
- iii. To be seen to use a fair process is one of the aims of recruitment.
- iv. Changes in consumption patterns determine the skill set which is required from the human resource.
- v. The psychological view of employment is about control and compliance.
- vi. Job evaluation precedes job analysis.
- vii. The mutual reward system paves way for effectiveness and inefficiency.
- viii. Forecasting demand for labour is viewed more as a science than an art.
- ix. On-job training is free from the pressures and distractions of company life.
- x. Image can be both an inducement and impediment to effective recruiting.
- xi. All people represent the organisation.
- xii. A temporal employee is not an incumbent.
- xiii. Freelancing is one of the alternatives to recruitment.
- xiv. No organisation is likely to recruit successful without addressing issues from the political environment.
- xv. Ranking method is the best analytical method available for job description.
- xvi. The most important function of HRM is to prevent employing the wrong person.
- xvii. Self-administered questionnaires are the best method to collect data on sensitive issues.
- xviii. Old employees are rated more frequently than newly hired ones.
- xix. Training can be fully evaluated immediately upon the learners returning to work.
- xx. The advent of the computer is one of the reasons for the current interest in human resource planning.

(b) Between Karl Marks and Adam Smith, whose theory do you think organisations should align their compensation policies with? (5 marks)

Question 2

(a) There is an ongoing impasse between the Government of Eswatini and the Public Sector Associations (PSAs) concerning "COLA". What is your understanding of this cola? (5 marks)

(b) Discuss performance appraisal as one of the areas in which job analysis information is used. (5 marks)

- (c) *Perceptual set, Rater and status effect*. What are these, and what is the best way of handling them? (5 marks)
- (d) How will the internet of things affect job security at Ubombo Sugar? (5 marks)
- (e) Discuss employee leasing as an alternative to recruitment. (5 marks)

Question 3

I. Fill the blanks with the most appropriate word. (15 marks)

- (a) Unemployment does not mean that the labour market is a _____ market.
- (b) During a strike action, the employer's _____ for labour is pitted against a _____ withheld by the union.
- (c) Trend analysis is a _____ approach to forecasting HR _____.
- (d) A job _____ is a list of the elements that make up a particular job.
- (e) One of the objectives of training is to reduce labour _____.
- (f) Mutual _____ can be summed up best as, "*give respect and take respect*".
- (g) In simple terms, performance appraisal may be understood as the assessment of an individual's _____ in a systematic way.
- (h) The _____ view of employment emphasis on people as _____ and resources to be worked to secure maximum efficiency.
- (i) _____ is the acquisition of technology, which permits employees to perform their present job.
- (j) The _____ procedure entails grouping jobs together by common characteristics.
- (k) Job _____ is giving people different jobs and training them.
- (l) The cost benefit analysis is one method of _____ training programmes.

II. Match the concept on the left with its definition on the right (10 marks)

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| a. Time-lapse data | i. motivating subordinates |
| b. Diversity | ii. addresses issues of leniency during appraisal |
| c. Forced distribution method | iii. one of the issues of employee training |
| d. Human resource planning | iv. lag between requisition and supply of human resource |
| e. Leading | v. determines induction levels |

Question 4

- I. Write the letter that represents the correct answer. (20 marks)
- i. The Delphi technique seeks to reduce the
- (a) Predictability of expert forecasts
 - (b) Subjectivity of management forecasts
 - (c) Objectivity of demand forecasts
 - (d) Subjectivity of demand forecasting
- ii. Which of these would you not want to be accused of as HR manager?
- (a) Reckless driving
 - (b) Experiencing high turnover
 - (c) Being quoted as a bad example of unsafe practices
 - (d) Both b and c
- iii. In performance appraisal, an individual's performance is assessed in a systematic way against such factors as;
- (a) Job knowledge
 - (b) Quality of output
 - (c) Dependability
 - (d) All the above
- iv. The markov analysis methodology helps organization with
- (a) A pictorial representations of all organizational jobs
 - (b) A list of each employee's qualifications
 - (c) A profile of job holders
 - (d) A track of employee movements through various jobs
- v. Which of these is not an operational plan under the manpower plan
- (a) Recruitment plan
 - (b) Compensation plan
 - (c) Retention plan
 - (d) Check points
- vi. Industrial psychologists are used for evaluations; they assess employees' future potential and not past performance. Which of the following is not part of the appraisal?
- (a) In-depth interviews
 - (b) Psychological tests
 - (c) Discussions with incumbents
 - (d) Review of other evaluations
- vii. The six criteria for assessing performance are
- (a) Quality, quantity, lag time, need for supervision and interpersonal impact
 - (b) Quality, quantity, need for supervision, qualification and interpersonal impact

- (c) Quantity, timeliness, cost of effectiveness, need for supervision and interpersonal impact
 - (d) Quality, timeliness, cost of training, need for supervision and quantity
- viii. Which of the following is not a type of conference?
- (a) Workshop conference
 - (b) Direct discussion
 - (c) Seminar conference
 - (d) Training conference
- ix. The following are an overview of the components of compensation:
- (a) Wages, salaries, insurance plans, educational assistance
 - (b) Wages, salaries, commissions, bonuses
 - (c) Wages, salaries, bonuses, educational assistance
 - (d) Salaries, commissions, bonuses, insurance plans
- x. Due diligence must be exercised while using the interview method in collecting job analysis data. The interviewer must
- (a) Have held a similar position
 - (b) Use a standard format
 - (c) Be an expert on the job being reviewed
 - (d) All the above
- xi. Which of the following is not a disadvantage of on-the-job training?
- (a) Possibility of poor instruction and insufficient time
 - (b) Trainees may be exposed to good work practices
 - (c) A large amount of spoiled work and scrap material may be produced
 - (d) None of the above
- xii. The vestibule training method attempts to duplicate on-the-job-situation in a
- (a) Classroom
 - (b) Boardroom
 - (c) Workplace
 - (d) Market
- xiii. The commodity approach is not true for labour because;
- (a) Labour is an intangible asset
 - (b) Ownership of labour is not transferable
 - (c) Labour goes on strike
 - (d) The laws of demand and supply are violated
- xiv. Which of the following is not part of the role playing training procedure?
- (a) Hiring
 - (b) Discussing a grievance
 - (c) Firing
 - (d) None of the above

- xv. A good wage policy should look into the following:
(a) Justified wage differentials
(b) Equal pay for equal opportunities
(c) Basing wages on positions
(d) All of the above
- xvi. People need to be managed because, they
(a) are disobedient
(b) misunderstand
(c) have varying degrees of interest and motivation
(d) are all the above
- xvii. The success of an organisation depends upon, the satisfaction of
(a) employee needs
(b) shareholder needs
(c) customer needs
(d) government needs
- xviii. Training is the formal and systematic modification of
(a) experiences
(b) information
(c) behaviour
(d) knowledge
- xix. The ranking method is
(a) Expedient
(b) Expensive
(c) Subject
(d) None of the above
- xx. Which of the following is the most important asset of any organisation?
(a) Capital
(b) Investment
(c) Employee
(d) Buildings
- II. Job performance is a methodology of collecting job analysis data. It has one flaw, applicability. Use a *relevant example* to illustrate this flaw. (5 marks)