

**UNIVERSITY OF SWAZILAND
INSTITUTE OF DISTANCE EDUCATION**

BACHELOR OF EDUCATION (ADULT EDUCATION) YEAR IV

MAIN EXAMINATION PAPER, DECEMBER, 2012

TITLE OF PAPER : HUMAN RESOURCE MANAGEMENT I

COURSE CODE : IDE-BAE 427

TIME ALLOWED : THREE (3) HOURS

INSTRUCTIONS :

- 1. ANSWER FOUR (4) QUESTIONS. ONE (1) FROM SECTION A AND THREE (3) FROM SECTION B**
- 2. ANSWERS SHOULD BE WRITTEN IN THE ANSWER BOOKLET PROVIDED.**
- 3. DO NOT WRITE ON THE QUESTION PAPER.**

THIS PAPER SHOULD NOT BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR

SECTION A

QUESTION 1 [34 marks]

“Jane Bhembe is a 40 year old Senior Manager at the Tshaneni branch of one of the major banks in Swaziland. She has worked at this branch for the past 14 years. In April, 2012 she was appointed corporate manager, a position which is tenable at the bank’s headquarters in Mbabane. Her spouse is a mill engineer at Mhlume Sugar Company. The couple have two children who are schooling at Mananga. Her new position is very demanding and has forced her to relocate to Mbabane and travel to Mhlume on weekends.

She has joined a team of 4 males (two white expatriates and two local) responsible for monitoring the implementation of the bank’s corporate strategic plan. She is expected to be a team player. Her appointment was on merit, given her track record, academic and professional background and competence. The bank felt the task was within her capabilities.

Since joining the team, she seem to have loss her self-confidence, she is underperforming, and has not been a team player as expected”.

Assume you are the Bank’s Corporate Human Resource Director and Jane Bhembe’s case is one of the most urgent issues you have to attend to.

- (a) Identify area that could have led Jane Bhembe’s current performance.
[8 marks]
- (b) Outline a course of action (interventions) you will take to help Ms. Bhembe regain her corporate image. [13 marks]
- (c) Present a scenario of possible outcomes and challenges for both Ms. Bhembe and you as HR Director in effecting the plan of action.
[13 marks]

SECTION B

QUESTION 2 [22 MARKS]

- (a) *“People management and Talent management are currently used by Human resource practitioners to denote Human resource management”.* Discuss the evolution of the term in the human context of organisation.
[11 marks]
- (b) Using your organisation as an example, examine the linkage between the human resource and other organisational resources in the production of services and/or goods.
[11 marks]

SECTION A

QUESTION 1 [34 marks]

“Jane Bhembe is a 40 year old Senior Manager at the Tshaneni branch of one of the major banks in Swaziland. She has worked at this branch for the past 14 years. In April, 2012 she was appointed corporate manager, a position which is tenable at the bank’s headquarters in Mbabane. Her spouse is a mill engineer at Mhlume Sugar Company. The couple have two children who are schooling at Mananga. Her new position is very demanding and has forced her to relocate to Mbabane and travel to Mhlume on weekends.

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- (b) Outline a course of action (interventions) you will take to help Ms. Bhembe regain her corporate image. [13 marks]
- (c) Outline a scenario of possible outcomes and challenges for both Ms. Bhembe and the bank. [13 marks]

SECTION B

- (a) “People management and resource management are currently used by Human resource practitioners to denote Human resource management”. Discuss the evolution of the term in the human context of organisation. [11 marks]
- (b) Using your organisation as an example, examine the link between the human resource and other organisational resources in the production of services and/or goods. [11 marks]

QUESTION 3 [22 MARKS]

- (a) Examine the linkages that exist between an organisation's external environment and its internal environment? [11 marks]
- (a) Critique the performance of your organisation in human resource *training* and *development*. [11 marks]

QUESTION 4 [22 MARKS]

- (a) With relevant examples, discuss the distinction between "roles" and "functions" of Human resource management. [11 marks]
- (b) Critique the performance of your organisation in any two HRM roles and functions. [11 marks]

QUESTION 5 [22 MARKS]

- (a) What is the function of compensation in organisations?
- (b) Critique the performance of your organisation's HRM in motivating and compensating its employees.