

UNIVERSITY OF SWAZILAND

INSTITUTE OF DISTANCE EDUCATION

BACHELOR OF EDUCATION (ADULT EDUCATION) YEAR IV

MAIN EXAMINATION PAPER DECEMBER, 2013

TITLE OF PAPER : HUMAN RESOURCE MANAGEMENT I

COURSE : IDE-BAE 427

TIME ALLOWED : THREE (3) HOURS

INSTRUCTIONS :

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

THIS PAPER IS NOT TO BE OPENED UNTIL PERMISSION HAS BEEN

SECTION A

QUESTION 1 [34 marks]

A CASE OF ZODWA SIMELANE (FEMALE 40)

Zodwa is Financial Manager at a milling company in Matsapha Industrial Site. Her husband, Themba is a Production Manager at CONCO. Zodwa joined the company as a secretary nineteen years ago. She occupied the secretary's position for three years, before taking up a position as cashier in the Finance department. During her tenure as secretary, she pursued and obtained her part-time diploma in accounting from a local institution. She was now eager to gain greater career stimulation, career growth and more responsibility. After working in the department as cashier for three years, Zodwa applied for the position of Assistant accountant. Her motive was to pursue a career path that will enable her to grow professionally and financially. She was very keen and committed to both work and part-time study. Her ambition was to become one of the people in top management. These efforts led to her being promoted to the position of Accountant. The promotion coincided with her graduation with a Bachelor's degree in Accounting. Zodwa wanted more now, and one year later she tendered her resignation, served a three months notice and left for "greener pastures." She had already sat for, and passed her professional examination. She had also been interviewed and offered the position of Senior Accountant at a large manufacturing firm. The position attracted a good salary, more responsibility and prospects for career advancement. Two years in the position, Zodwa felt she had not achieved her goals. Fortunately, Zodwa's old place of employment expanded business and had advertised the position of Financial Manager. Zodwa jumped to the opportunity, applied for the position and was successful. She returned to her previous employer for a position that not only meant an increase in salary, but more responsibility, a work culture in which she had grown up, and a work environment she was familiar with.

Assume you are the Human Resources Director of the Milling company where Zodwa currently works:

- (a) Describe Zodwa's personality (i) as a Manager and (ii) as an employee?
What are the implications for human resource management of the organization?
(14 marks)
- (b) What motivates Zodwa? Give your reasons.
(10 marks)
- (c) What strategies should the organization establish in order to retain talent such as Zodwa.
Give your reasons (10 marks)

SECTION B

QUESTION 2 (22 marks)

- (a) With relevant examples, discuss the link between HRM goals with (i) staffing, (ii) training and development (iii) maintenance and (iv) motivation. (11 marks)
- (b) Critique the performance of your organization in human resource (i) planning and (ii) training and development. (11 marks)

QUESTION 3

- (a) Using your organisation as an example, analyze the link between the *internal environment* and *external environment* of organizations. (11 marks)
- (b) What are the implications to human resources management? (11 marks)

QUESTION 4

- (a) What is the distinction between *compensation* and *motivation* in organization? (10 marks)
- (b) Critique the performance of your organization in the two HRM functions (in a above). (12 marks)

QUESTION 5

- (a) Using your organization as and example, examine the human context of HRM and the work context of HRM. (10 marks)
- (b) What is the function of (i) a formal contract (ii) psychological contract, (iii) a function and (iv) a role in organization? (12 marks)