

**UNIVERSITY OF SWAZILAND  
FACULTY OF HEALTH SCIENCES**

**FINAL EXAMINATION**

**SECOND SEMESTER NOVEMBER, 2021**

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**TITLE OF PAPER : HUMAN RESOURCE MANAGEMENT**

**COURSE CODE : GNS 614**

**TIME ALLOCATED : THREE HOURS**

**MARKS ALLOCATED : 100**

**INSTRUCTIONS:**

- 1. ANSWER ALL QUESTIONS**
- 2. EACH QUESTION CARRIES 25 MARKS**
- 3. EACH EXPLAINED POINT IS WORTH ONE MARK**
- 4. READ INSTRUCTIONS CAREFULLY**
- 5. PLEASE WRITE NEATLY AND LEGIBLY**

***N.B. DO NOT OPEN THIS PAPER UNTIL PERMISSION HAS BEEN GRANTED BY  
THE INVIGILATOR***

## QUESTION 1

**For each of the following multiple choice questions select the most appropriate answer. Write the question number and the letter representing the answer**

- 1.1 Organizational behaviour analyzes three levels of an organization-which are;
- A. Country, employer, society
  - B. Society, country, nation .
  - C. Employee, employer, management.
  - D. Individuals, groups, organization
- 1.2 The following are the motivational theories. Which Motivation theory focuses on task performance?
- A. Mc-Clelland's Theory of Needs
  - B. Theory X and Theory Y
  - C. Self -efficacy Theory
  - D. Goal-Setting Theory
- 1.3. A technique to bring changes in the entire organization, rather than focusing attention on individuals to bring changes easily.
- A. Organizational development
  - B. Organizational change
  - C. Organizational culture
  - D. Organizational conflict
- 1.4. "----- are social inventions for accomplishing goals through group efforts"
- A. Management
  - B. Organization
  - C. Leadership
  - D. Behaviour
- 1.5. Which of the following is/are the key features of organization?
- A. Social invention
  - B. Accomplishing goals
  - C. Group efforts
  - D. All of the above
- 1.6. A study of human behaviour in organizational settings is.....
- A. Individual behaviour
  - B. Group behaviour
  - C. Organizational behaviour
  - D. None of the above

1.7 The step-in recruitment process, in which the candidates are shortlisted, fulfilling the minimum requirements of the job is classified as.....

- A. Placement screening
- B. Pre-employment screening
- C. Compensatory screening
- D. Affirmative screening

1.8 All of the following are the benefits of health and wellness required by law **EXCEPT**

- A. Family and medical leave.
- B. Health care
- C. Work compensation
- D. Social security

1.9 Ensuring employee has the necessary knowledge, skills, abilities, and other talents to achieve work objectives falls under which of the following?

- A. Work design and workforce planning
- B. Managing employee competencies
- C. Managing employee attitudes and behaviors
- D. Compensation and incentives

1.10 Systematically identifying tasks, duties, and responsibilities expected to be performed in a job as well as the competencies employees must possess to be successful is.....

- A. Workforce planning
- B. Job description
- C. Job specifications
- D. Job analysis

1.11 Common application of Human Resource Information systems include.....

- A. Communicating with employers
- B. Maintaining employee records
- C. Employment Act
- D. Communicating with Human Resource Managers

1.12 External supply of candidates is influenced by a variety of factors **EXCEPT:**

- A. Development in technology
- B. Actions of competing employers
- C. Strategic location
- D. Government regulations

1.13 .....is defined as all people engaged in actions who primary intent is to enhance health

- A. Human resource planning
- B. Human resource for health
- C. Succession plan
- D. Strategic Human resource

1.14 Pre-service and in-service training need to be effectively integrated in order to address the issues of .....

- A. Retention.
- B. Turnover
- C. Employment
- D. Recruitment

1.15 Planning , management and utilization of Human Resources include the following **EXCEPT**:

- A. Planning for Human Resources
- B. Personnel records
- C. Organizing and management of Human Resource
- D. Defining standards and competencies

1.15. People's perceptions and attitudes about the organization represent: -

- A. Organizational Behavior
- B. Organizational Climate
- C. None of the above
- D. Both a and b

1.16 The new role of human resource management is much more strategic than before. Which one is not a new role of a human resource manager?

- A. An Integrated Approach to Management
- B. A facilitator of change
- C. A Reconciliator
- D. Mediator

1.17 ..... It is the process which helps the management of the organization in meeting the future demand of human resource in the organization with the supply of the appropriate people in appropriate numbers at the appropriate time and place.

- A. Strategic human resource Management
- B. Human resource planning
- C. Strategic Planning
- D. Strategic Management

1.18 A code of conduct policy should include the following **EXCEPT**:

- A. Be designed with consideration for your organization's values, the clients you work with and the service you provide.
- B. Be driven by the fact that your organisations reputation and work environment are based on the actions and behaviours of your employees
- C. Provide strategies for acceptable behaviour
- D. Emphasize use of good judgment

1.19 While managing political behaviours in organization, the manager requires discouraging:

- A. Negotiation
- B. Relationships
- C. Self interest
- D. Dialogue

1.20 Which of the following is a reason that the study of organizational behaviour is useful?

- A. Human behaviour does not vary a great deal between individuals and situations.
- B. Human behaviors is not random.
- C. Human behaviour is not consistent.
- D. Human behaviour is rarely predictable

**For the following five (5) questions write true if the answer is correct and false if the answer is not correct.**

1.21 The basic objective of human resource management is to contribute to the realization of the organizational goals.

1.22 Recruitment and retention, particularly in critical management areas is perceived to be sufficient to meet organizational needs.

1.23 Creativity must be encouraged within the organization and should be recognized through reward system

1.24 HumanResource effectiveness is comparing specific measures of performance against data on those measures in other organisations known for fair practices.

1.25 One of the objectives of human resources management is to ensure respect for human beings by providing various training and welfare facilities to the personnel.

[TOTAL MARKS =25]

## **QUESTION 2**

2.1 Performance appraisal system is viewed as a threat by employee in many organizations. As a human resources manager you are expected to explain to the employees why performance appraisal is important for them. Discuss the reason why performance appraisal is done? (9 marks)

2.2 Identify and explain the functional areas that constitute the current outlook of the Human Resource Management field.(16 marks)

**[TOTAL MARKS =25]**

## **QUESTION 3**

3.1 The continuous changing socio-economic, technological and political conditions will have negative effects on future human resource managers as they shall have to face more problems in the management of labour. Discuss challenges which might be faced by the managers in the management of people in organizations.(25 marks)

**[TOTAL MARKS =25]**

## **QUESTION 4**

Organization management experience conflict with employees which need involvement of the third party. Discuss negotiation under the following topics.

4.1 Steps in the negotiation process (10 Marks)

4.2 Rules for effective negotiation(15 marks)

**[TOTAL MARKS =25]**