

**UNIVERSITY OF SWAZILAND  
FACULTY OF SOCIAL SCIENCE  
DEPARTMENT OF POLITICAL AND ADMINISTRATIVE STUDIES  
BACHELOR OF ARTS IN SOCIAL SCIENCE YEAR III  
FINAL EXAMINATION 2009**

**TITLE OF PAPER:** PUBLIC PERSONNEL  
ADMINISTRATION

**COURSE CODE:** PA 306

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

**INSTRUCTIONS:** ANSWER FOUR (4) QUESTIONS  
(ANY TWO FROM EACH OF THE  
SECTIONS)

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

## **SECTION A**

1. Define 'Human Resource Management' and discuss its four main goals (25 Marks).
2. Differentiate between 'Job Design' and 'Job Analysis' and further explain the importance of job analysis (25 Marks).
3. Explain the three (3) main features of a contract of employment that make it unique; and further discuss the following implied terms of the employment contract:
  - (a) Vicarious liability
  - (b) Duties (25 Marks).
4. Define 'Strategic Human Resource Planning' (SHRP), and discuss the steps in the SHRP process (25 Marks).

## **SECTION B**

5. Explain the relationship between 'Industrial Relations' and 'Labour Relations', and also discuss the 'Radical Approach' to industrial/labour relations (25 Marks).
6. Discuss the objectives of trade unions in industrial/labour relations with respect to the areas listed below:
  - (a) Economic Objectives
  - (b) Socio-political objectives (25 Marks).
7. Distinguish between 'Substantive' and 'Procedural' agreements as products of the collective bargaining process, and discuss the contents of a typical 'Redundancy Procedure' (25 Marks).
8. Discuss the similarities and differences between 'Conciliation' and 'Mediation' as methods of conflict resolution in industrial/labour relations (25 Marks).