

**UNIVERSITY OF SWAZILAND  
FACULTY OF SOCIAL SCIENCE  
BACHELOR OF ARTS (SOCIAL SCIENCE), YEAR 3**

**FINAL EXAMINATION PAPER: DECEMBER 2012**

**TITLE OF PAPER: PUBLIC PERSONNEL ADMINISTRATION**

**COURSE CODE: PA 306**

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

**INSTRUCTIONS: 1. ANSWER FOUR (4) QUESTIONS;  
TWO (2) QUESTIONS FROM EACH SECTION**

**2. ALL QUESTIONS CARRY EQUAL MARKS OF  
TWENTY FIVE (25) EACH**

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

## **SECTION A**

### **QUESTION 1**

Distinguish between *performance appraisal* and *performance management*. Discuss who should evaluate performance and the common rater errors.

### **QUESTION 2**

Explain the objectives of compensation and the main determinants of salaries and wages in the organisations.

### **QUESTION 3**

What is a grievance and what are the essential features of an ideal grievance procedure. Assess the advantages of a grievance handling process in an organisation.

### **QUESTION 4**

Define job analysis and its outcomes. What is job analysis used for?

## **SECTION B**

### **QUESTION 5**

What are the three categories of accepted reasons for dismissal? Select two of the three categories and discuss fully the criteria that constitute a fair dismissal.

### **QUESTION 6**

Outline the three role players in labour relations and their roles, also explain why employees join trade unions.

### **QUESTION 7**

Extensively discuss the roles of the following institutions in dispute resolution with reference to Swaziland;

- a) Department of Labour
- b) CMAC
- c) Industrial Court
- d) Industrial Court of Appeal
- e) The High Court
- f) Labour Advisory Board

### **QUESTION 8**

Discuss fully the dispute resolution process in terms of the Industrial Relations Act of 2000 (as amended).