

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

**FINAL EXAMINATIONS PAPER: DECEMBER 2018**

**TITLE OF PAPER: PUBLIC FINANCIAL ADMINISTRATION**  
**COURSE CODE: PA 306**  
**TIME ALLOWED: TWO (2) HOURS**  
**INSTRUCTIONS:**

- 1. ANSWER ANY TWO (2) QUESTIONS**
- 2. ALL QUESTIONS CARRY EQUAL MARKS**

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

1.
  - A. Give an account of what you understand by *Job Analysis or job classification*, including its components.
  - B. Explain its importance, uses and challenges.
2. "*Human Resource Management (HRM) operates in a dynamic or changing environment, as such certain environmental factors affect the management of human resources.* Discuss.
3. *Managing employee performance* is an important component in Human Resources Management, for it not only determines how well the employee is performing but it also points to how well the organisation will be able to achieve its performance goals.
  - a. Explain the difference between the terms: *Performance appraisal* and *Performance management*
  - b. Choose and discuss **TWO** models of performance management among the following:
    - I. Management by Objectives (MBO)
    - II. Total Quality Management (TQM),
    - III. Balanced Score Card,
    - IV. European Foundation for Quality Management (EFQM)
    - V. Excellence Model
  - c. What are the common challenges of performance management systems and challenges of conducting a performance appraisal?
4. The Swaziland government is facing a challenge of *ghost workers*; you have been requested to give advice on how a Human Resource Information System (HRIS) could assist in addressing this challenge. Explain:
  - i. What is involved in HRIS
  - ii. Its benefits and how it could be utilised
  - iii. The requirements for its success, once established.