



University of Fort Hare
Together in Excellence

**HRM 221E – HUMAN RESOURCES MANAGEMENT & LOCAL
GOVERNMENT & ADMINISTRATION**

**DIPLOMA IN LOCAL GOVERNMENT LAW & ADMINISTRATION
MAIN EXAMINATION-OCTOBER/NOVEMBER, 2019**

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Time: 3 Hours
Subject: Public Administration
Marks: 100

This paper consists of 2 pages including the cover page

1st EXAMINER
Dr MM Sibanda

2nd EXAMINER
Dr M Ndlovu

INSTRUCTIONS

- (i) Answer any **TWO (2)** questions of your choice
- (ii) All questions carry equal marks
- (iii) You are advised to spend at most, 1½ hours on each of your answers
- (iv) You are expected to draw relevant practical **examples** and **illustrations** from public sector human resources management and local government and municipal administration in South Africa

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Question, 1

[50 marks]

- (i) Define the concept “employee relations” [10 marks].
- (ii) Describe and explain the roles of the main players in the employee relations system of South Africa [20 marks].
- (iii) Describe and explain the four facets of workplace employee relations [20 marks].

Question, 2

[50 marks]

- (i) What is public sector human resource management and what are its key components? [10 marks]
- (ii) Define the concepts (i) affirmative action (ii) employment equity (iii) diversity management [20 marks].
- (iii) Describe and explain three approaches to affirmative action [20 marks].

Question, 3

[50 marks]

Describe and explain the key focus areas of the back to basics approach in South African local government. What constraints and opportunities do municipalities face in implementing the back to basic approach?

Question, 4

[50 marks]

Describe and explain the components of municipal finance management, as well as, the key challenges municipalities in the Eastern Cape face in their attempts to achieve clean audits

END OF EXAMINATION PAPER