"Investing in Africa's future
"Investing in Africa's Future"

COLLEGE OF BUSINESS PEACE, LEADERSHIP AND GOVERNANCE

NPSM531: HUMAN RESOURCES MANAGEMENT & INDUSTRIAL RELATIONS

END OF SEMESTER EXAMINATIONS

NOVEMBER 2022

LECTURER:DR G. MURIDZI

DURATION: 3 HOURS

INSTRUCTIONS

Answer ALL Questions in Section A and any THREE questions from Section B
Total possible mark is 100

Start **each** question on a new page in your answer Booklet.

The marks allocated to **each** question are shown at the end of the each quetsion.

SECTION A [40 marks]

Answer all questions in this Section

QUESTION ONE

Public Service Commission is planning to carry out job evaluation exercise, which can assist in flashing out ghost workers as well as to develop an effective performance management framework. The exercise will also assist policy makers on human resource planning, recruitment and selection of employees as well as to design an appropriate reward management system for public sector. You are therefore a team leader in carrying out this exercise. Public Service Commission is also contemplating for Human Resource digital transformation for its recruitment and selection. Your team is supposed to assist in rolling out this initiative.

Required:

1.1 Some of your team members are not aware of what job evaluation exercise entails. Help your other team members by explaining to them what job evaluation is?

(3 marks)

1.2 Ghost worker is the term which some of your team members are hearing it for the first time. Help them understand by referring to some practical examples which happened in the past. (4 marks)

1.3 Identify some of the policies which can be found in Human Resource Department.

(4 marks)

1.4 Performance Management Cycle comprises of four sections, identify and briefly explain each one them (8 marks)

1.5 With the aid of a diagram, illustrate the reward management system, its elements and their interrelationships. (12 marks)

1.6 Explain what Human Resource digital transformation involves. Provide relevant examples for your explanation. (8 marks)

SECTION B [60 MARKS]

Answer any THREE questions

QUESTION TWO

Explain The Michigan model as propounded by Fombrun Tichy and Devanna (1984) and its implication in todays' Human Resource Management. (20 marks)

QUESTION THREE

Discuss the roles of line and Human Resource Managers in organisations. (20 marks)

QUESTION FOUR

With the aid of a diagram, demonstrate Human Capital Planning by Armstrong (2008) and how it can be implemented in organisations. (20 marks)

QUESTION FIVE

Explain these terms pertaining to local and international in the context of HRM

   a) Expatriates (2 marks)

   b) Host country nationals (2 marks)

   c) Third country national (2 marks)

   d) work permit or visa (2 marks)

   e) In a table form, make a comparison of advantages in sourcing of overseas managers for Host-country Nationals, Home-Country Nationals and Third-Country Nationals. (12 marks)

QUESTION SIX

Participation, involvement and workers' voice and Industrial relations are important. Discuss this statement by explaining the role of employees, employers, trade unions and government in industrial relations. (20 marks)

END OF PAPER