



***“Investing in Africa’s Future”***

**COLLEGE OF BUSINESS PEACE, LEADERSHIP AND GOVERNANCE**

**NMM 302: HUMAN RESOURCES MANAGEMENT**

**END OF SEMESTER EXAMINATIONS**

**NOVEMBER 2022**

**LECTURER: DR G. MURIDZI**

**DURATION: 3 HOURS**

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## **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 question.

**SECTION A [40 marks]**

Answer all questions in this Section

### **QUESTION ONE**

Organisations have various department such as Finance and Administration Department, Marketing Department, Production Department, Human Resources Department and many others. You have been hired as a Human Resources Director and one of your tasks is to overhaul the whole department for HR in order to achieve the overall vision, mission, goals and objectives for the organisation. As the initial stage, you are required to conduct a workshop for the organisation which involves Heads of Departments as well as other senior managers. Your audience for the workshop have no background on HRM issues and concepts and you are therefore required to unpack them at this workshop.

1.1 As part of your introduction to the delegates of the workshop. Provide a comprehensive definition of Human Resource Management. (2 marks)

1.2 John Storey (1989) distinguished two approaches that describe the concept of Human Resources Management.

- Hard HRM
- Soft HRM

Highlight to the delegates what does each of the concepts involves. (4 marks)

1.3 In a table form carry out a comparative analysis between HRM and Personnel Management (4 marks)

1.4 Planning is one of the major functions of Human Resource Management. Outline to the delegates stages involved in Human Resource Planning. (7 marks)

1.5 The delegates would like to understand the recruitment process. Take through the process to the delegates (13 Marks)

1.6 Delegates are not aware of why Trade Unions are important for an organisation. Discuss the role played by Trade Unions. (10 marks)

### **SECTION B [60 MARKS]**

Answer any THREE questions

## **QUESTION TWO**

Using an organisation of your choice, discuss how performance management is being done. **(20 marks)**

## **QUESTION THREE**

Explain how reward management system can be applied in a public sector environment in an African context. **(20 marks)**

## **QUESTION FOUR**

Discuss the importance of having an understanding of local and international context of HRM if you are a Human Resources Manager. **(20 marks)**

## **QUESTION FIVE**

Outline the critical issues that deals with emotional intelligence in an organisations of your choice. **(20 marks)**

## **QUESTION SIX**

Analyse how Harvard Model can be applied to an organisation of your choice.

**(20 marks)**

**END OF PAPER**