



"Investing in Africa's Future"

FACULTY OF MANAGEMENT AND ADMINISTRATION

MMS505 HUMAN RESOURCES MANAGEMENT

END OF FIRST SEMESTER EXAMINATIONS

NOVEMBER/DECEMBER 2016

LECTURER: T MASESE

DURATION: 3 HRS

INSTRUCTIONS

Answer **ANY FOUR** questions in this paper

Each question carries 25 marks. Total possible mark for the paper 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 section.

Show **all your workings**.

Credit will be awarded for logical, systematic and neat presentations.

Question 1

- a. What is job design and what are its elements? (10 marks)
- b. Briefly explain each of the following approaches to job design: (15 marks)
 - i. Scientific Management
 - ii. Behavioral approach
 - iii. Job Enlargement
 - iv. Job Enrichment
 - v. Job Rotation
 - vi. Social Technical System

Question 2

- a. HRM is naturally classified as hard where employees are regarded as instruments or soft where employees are viewed as the most important resource and a source of competitiveness. Discuss this statement (15 marks)
- b. In his approach to HRM, David Guest tried to fuse elements of hard and soft elements and he emphasized proposes 4 crucial components that underpin organizational effectiveness: strategic integration, flexibility, commitment and quality. Briefly discuss each of these elements clearly explaining how they help achieve organizational effectiveness. (10 marks)

Question 3

- a. Distinguish between the Harvard and Michigan models of HRM (13 marks)
- b. John Storey describes Human resource management as a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personal techniques. Discuss Storey's approach to HRM (12 marks)

Question 4

- a. Highlight the tension between the instrumental (people as any other resource) and the humanistic (people are different) views of people at work, that coexist within management thinking. Discuss fully
- b. Expectancy theory asserts that, if managers want to improve motivation at work, they need to consider the link between effort and performance, the link between performance and outcomes, and the types of outcome available. Discuss

Question 5

Managing employee benefits is very important for an organization because the can be both a motivator and a cost.

- i. Define a benefit and identify two strategic reason why employers provide benefits.
- ii. Distinguish between mandated and voluntary benefits and list three examples of each.
- iii. Describe two security benefits.
- iv. List and define at least six pension-related terms.
- v. Explain the importance of health-care cost management and identify some methods of achieving it.

Question 6

- a. There are three different theoretical approaches / perspectives which provide frameworks to structure our thinking about the process of organizational entry. Briefly explain each of the following approaches to organizational entry: **(15 marks)**
 - a. Person-job fit approach
 - b. Social negotiation approach
 - c. Person-organization fit
- b. Briefly discuss the goal setting and equity theories explain how these theories relate to motivation at work. **(10 marks)**

Question 7

- a. Armstrong & Baron (2005) emphasized that PMP is a strategy which relates to every activity of organization and its implementation depends on organizational context and can differ from organization to organization. Discuss the performance management process and explain the benefits of performance management to both employees and management of an organization **(13 marks)**
- b. Discuss how the performance management process can be linked to performance reward. What are the disadvantages of a poorly implemented performance management system to employees, management and the organization **(12 marks)**

END OF PAPER