



**AFRICA
UNIVERSITY**

(A United Methodist-Related Institution)

"Investing in Africa's Future"

**COLLEGE OF BUSINESS PEACE LEADERSHIP AND
GOVERNANCE**

COURSE TITLE: MMS505 HRM & INDUSTRIAL RELATIONS

SEMESTER I: EMBA EXAMINATION-MAY 2017

LECTURER: T. MASESE

INSTRUCTIONS

1. You are required to select and answer any FOUR (4) questions.
2. Conceptual models and frameworks will earn you marks
3. Each question carries 20 marks

1. The unitary perspective of industrial relations is based on the assumptions that the organization is, or if it is not, then it should be, an integrated group of people, with a single authority/loyalty structure, and a set of common values, interests and objectives which are shared by all members of the organization. Discuss fully the salient features of the unitarist perspective of industrial relations.
2. 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.
3. 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
4. Since the mid-1980s, there has been an important debate in the management research literature about whether a set of practices known as 'human resource management' is replacing more traditional 'personnel management' in organizations. One of the principal subjects of the debate is the question of what constitutes human resource management, and how it differs from personnel management. Discuss
5. The authors of 'Hiring for the Organization, Not The Job', suggest that hiring for person-organization fit will become the only effective selection model for the typical business environment. Discuss the authors approach to organizational entry
6. A group of idealistic young people start a co-operative business, recycling or disposing usefully, of various waste and surplus products from industry. They start off sharing the different sorts of work, and paying themselves equally. The business is successful, grows, and develops new lines, eventually running an innovative, technically complex, waste re-processing centre. A) What difficulties would the system of equal pay cause? B) In the arguments about whether to change the reward system, which employees would you expect to base their arguments on 'fairness'?

END OF PAPER