



***"Investing in Africa's Future"***

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

**NMMS 505: HUMAN RESOURCE MANAGEMENT & INDUSTRIAL  
RELATIONS**

**END OF SECOND SEMESTER EXAMINATIONS**

**APRIL 2023**

**LECTURER: DR G. MURIDZI**

**DURATION: 3 HOURS**

---

### ***INSTRUCTIONS***

---

Answer ALL Questions in Section A and any THREE question 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**

Ministry of Health and Child Welfare is currently having a high skills flight crisis as the number of Zimbabweans granted work visa to work in the UK has gone up by 1576% since 2019, showing the extent of Zimbabwe's brain drain crisis. The number of Zimbabweans who were granted Worker visas to UK grew from 499 in 2019 to 8363 in September last year, according to the UK's Office of the National Statistics. Most visas for Zimbabweans are for work in the 'Skilled worker – Health and Care' Worker category.

Following this crisis, the Minister of Health and Child Welfare decided to set up a task force to look into the Reward Management System in Health Sector, employee performance as well as local and international context of Human Resources Management. You are one of the members of task force. You are therefore required to submit a comprehensive report to the President of the country concerning the challenges faced by the Health Sector.

### **Required**

- 1.1 As part of your preamble to the report what would you say is skills flight?  
(2 marks)
- 1.2 According to the case study explain what work visa is?  
(2 marks)
- 1.3 Brain drain is not only affecting health sector. Briefly discuss what brain drain is?  
(2 marks)
- 1.4 Identify major tasks and activities which can be found under Human Resource Management which organisations and government should be aware of which can be linked to the case study?  
(4 marks)
- 1.5 Briefly discuss what is wrong with the reward management system in government which is triggering high staff turnover in Health sector.  
(6 marks)

- 1.6 Why is there a high demand of Health and Care workers in UK and what should countries do to prevent this brain drain? (4 marks)
- 1.7 Your report should include a section which addresses issues to deal with Human Resources Planning. What would you include under this section? (10 Marks)
- 1.8 As part of recommendations to your report, you are expected to include a model to describe the HRM concept. Discuss the Harvard Model of HRM and how it can be linked to the case study? (10 marks)

**[ TOTAL MARKS SECTION A: 40 MARKS]**

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

**Answer any THREE questions**

### **QUESTION TWO**

Discuss the difference between Human Resources Management and Personnel Management (PM) by tracing it to the evolution of HRM. **(20 marks)**

### **QUESTION THREE**

Using an organization of your choice, explain what is involved in Recruitment and selection. **(20 marks)**

### **QUESTION FOUR**

Analyse performance management of an organisation of your choice. **(20 marks)**

### **QUESTION FIVE**

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

### **QUESTION SIX**

Discuss the role of employees/trade unions in industrial relations. **(20 marks)**

*THE END*