



A F R I C A
U N I V E R S I T Y

COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

NMMS 302: HUMAN RESOURCES MANAGEMENT

END OF SEMESTER EXAMINATIONS

NOVEMBER 2023

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TIME: 3 HOURS

INSTRUCTIONS

1. This paper contains **five** questions.
2. Answer **three** questions.
3. Answer question **1** in section A and any other **2** questions from section B.
4. Start each question on a new page.

SECTION A (COMPULSORY)

1. Company C has adopted a business strategy to increase its market share, customer base as well as widening its revenue base. The company is, however, struggling to develop human resources management interventions or strategies strategically aligned with their corporate strategy. As a Human Resources Management consultant, Company C engages you to assist them in addressing the identified challenge. Using your human resources planning knowledge explain the stages that you would follow in fulfilling the assigned task. In the process of doing so, highlight and justify the human resources management strategies you would proffer.

[40 marks]

SECTION B

2. With the aid of illustrative examples, demonstrate how companies are applying the principles or assumptions of the Harvard and Guest models of human resources management in executing their human resources management mandates **[30 marks]**
3. Job analysis is the cornerstone of human resources management; it informs all the human resources management processes. With the aid of examples, discuss how job analysis informs the following:
 - a. Recruitment and selection **[10 marks]**
 - b. Training and development **[10 marks]**
 - c. Performance management **[10 marks]****[30 marks]**

4. The Ministry of Health and Childcare in Zimbabwe is struggling with employee retention and motivation-related performance challenges. Critical human resources (doctors, nurses and other specialists) are resigning in search for greener pastures. If this situation continues unabated, the Ministry might fail to provide, administer, coordinate, promote and advocate for the provision of equitable, appropriate, accessible, affordable and acceptable quality health care. To address the highlighted challenge, the Ministry engages you as a renowned Human Resources Management Consultant to develop tailored motivation strategies. Explain how you would apply any **three** theories of motivation of your choice in addressing the task at hand. **[30 marks]**
5. With the aid of illustrative examples, discuss the stages one would followed to ensure recruitment and selection processes that foster strategic integration between the human resource strategy and the master corporate strategy. **[30 marks]**

END OF EXAMINATION
