

#### MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

**FACULTY OF APPLIED SOCIAL SCIENCES**

**HUMAN RESOURCE MANAGEMENT DEPARTMENT**

**PRINCIPLES OF HUMAN RESOURCE MANAGEMENT**

**CODE: HHRM 125**

### SESSIONAL EXAMINATIONS

**MAY/JUNE 2019**

**DURATION: 3 HOURS**

**EXAMINER: MR N MUCHONGWE**

## INSTRUCTIONS & INFORMATION

1. *Answer* question *1 (compulsory)*
2. *Answer ANY* ***three other*** *questions from Section B*
3. *Total marks 100*

**SECTION A**

1. Armstrong (1987) asserts that Personnel Managers who subscribe and are still loyal to TPM maintain that HRM is “old wine in new bottles”. Analyze this assertion, bringing out the similarities and differences between TPM and HRM. **[25 marks]**

**SECTION B**

1. Examine the managerial implications for the use of the following HRM approaches in the pursuance of organizational effectiveness:
2. Hard HRM  **[12 marks]**
3. Soft HRM **[13 marks]**
4. Examine some of the challenges faced by management in promoting integration at all levels in an organization. **[25 marks]**
5. Compare and contrast the Harvard and the Michigan model. In your comparison, make an attempt to recommend which one is more appropriate in our Zimbabwean environment. **[25 marks]**
6. a) Explain the **three** critical success factors of total Quality Management (TQM). **[9 marks]**
7. Examine any **five** challenges associated with TQM. **[16 marks]**
8. You have been approached by Edwards, the CEO of a newly formed company. He intends to set up an HR section to oversee people related issues arising in his business. He is not convinced that the bulk of them require a great deal of expertise so he feels the best way is to outsource the services.

Required; Prepare a presentation, clearly articulating the role of HR in enhancing organizational effectiveness. **[25 marks]**

**END OF EXAMINATION**