



MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

FACULTY OF APPLIED SOCIAL SCIENCES

HUMAN RESOURCE MANAGEMENT DEPARTMENT

PRINCIPLES OF HUMAN RESOURCE MANAGEMENT

CODE: SSHR125/HHRM125

SESSIONAL EXAMINATIONS

MARCH 2022

DURATION: 3 HOURS

EXAMINER: MR N. MUCHONGWE

INSTRUCTIONS & INFORMATON

- 1. This paper contains 2 sections with 6 Questions.*
 - 2. Section A is compulsory.*
 - 3. Answer ANY **three** other questions from section B.*
 - 4. Total marks 100.*
 - 5. You are reminded of the need for good English and clear presentation in your answers.*
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SECTION A

1. Discuss any **four** managerial implications for the adoption of each of the following approaches to HRM;
 - i. Hard version of HRM. **(12 marks)**
 - ii. Soft version of HRM. **(13 marks)**

SECTION B

2. a) Explain any **two** components of quality in HRM as propounded by Guest (1989). **(5 marks)**
b) Examine any **four** strategies for ensuring quality in the context of people management practices in organisations. **(20 marks)**
3. Examine the usefulness of any **five** forms of labour flexibility in the context of digital age organisations. **(25 marks)**
4. a) HRM and “new realism” in industrial relations, a book chapter by Keren Legge (1995), explains at length the changing face of Industrial Relations giving birth to the new practice (HRM). In each of the following changes she authored, clearly explain the transition from IR to HRM;
 - i. Decline in, and ultimate abolition of the closed shop. **(3 marks)**
 - ii. Decline in trade union recognition. **(3 marks)**
 - iii. Decline in the number of strikes, in the number of workers involved in strike action, and in the number of working days lost. **(3 marks)**
b) Discuss any **four** forces behind the emergency of the HRM concept. **(16 marks)**
5. ‘HRM is a mirror image of Traditional Personnel Management.’ Evaluate this assertion. **(25 marks)**
6. ‘The drive to adopt HRM is... based on the business case of a need to respond to an external threat from increasing competition. It is a philosophy that appeals to managements who are striving to increase competitive advantage and appreciate that to do this they must invest in human resources as well as new technology.’ Using the David Guest model of HRM, assess the validity of this view. **(25 marks)**

END OF EXAMINATION