

# MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

FACULTY OF APPLIED SOCIAL SCIENCES  
HUMAN RESOURCE MANAGEMENT DEPARTMENT  
HUMAN RESOURCES POLICY AND PRACTICE  
CODE: HHRM 212

SESSIONAL EXAMINATIONS

MAY/JUNE 2020

DURATION: 3 HOURS

EXAMINER: MRS B. NCUBE

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## ***INSTRUCTIONS & INFORMATION***

- 1. Section A is compulsory.*
  - 2. Answer ANY **three** other questions from section B*
  - 3. Total marks 100*
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## **SECTION A**

1. “HRM Policies are developed from past problem areas or for potential problem areas that management considers important enough to warrant policy developments”, Discuss. **(25 marks)**

## **SECTION B**

2. “Job Analysis is often referred to as the cornerstone of HRM”, Discuss. **(25 marks)**
3. a) Briefly explain the significance of Performance Management in accomplishing organisational goals **(10 marks)**  
b) Explain the relevance of Balance Scorecard as an equally powerful performance management instrument. **(15 marks)**
4. Discuss any **four** commercial job evaluation systems that organisations have at their disposal . **(25 marks)**
5. Examine how Human Resource Planning (HRP) process facilitates the achievement of an organisation’s strategic goals. **(25 marks)**
6. “HRM must be committed to ensuring a work environment that is *anti-discriminatory, democratic, respectful of rights, mindful of dignity and legally sound or legitimate*”, Nel et al (2004). Discuss this statement with reference to mandatory and advisory HRM policies. **(25 marks)**

**END OF EXAMINATION**