



# MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

FACULTY OF AGRIBUSINESS & APPLIED SOCIAL SCIENCES

HUMAN RESOURCE MANAGEMENT DEPARTMENT

STRATEGIC HRM

CODE: HHRM412

SESSIONAL EXAMINATIONS

OCTOBER 2023

DURATION: 3 HOURS

EXAMINER: MR N. MUCHONGWE

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## **INSTRUCTIONS & INFORMATION**

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. Examine the following approaches to Strategic Human Resources Management concepts;
  - i. Universalistic **(12 marks)**
  - ii. Contingency **(13 marks)**

## **SECTION B**

2. Explain the following schools of strategy development proposed by Purcell (2001);
  - a) i. Design **(4 marks)**
  - ii. Process **(4 marks)**
  - iii. Configuration **(5 marks)**
  - b) Describe how any **four** HR practices distinctive of High Performance Management Systems impact overall business excellence. **(12 marks)**
3. Assess the view that Strategic Human Resources Management is ‘new wine in old bottle skin’ concept in the management of the people resource in organisations. **(25 marks)**
4. Assess how Michael Porter (1985)’s Generic Strategies inform Strategic Human Resources Management Practices and ultimately enhance the creation and sustenance of superior performance. **(25 marks)**
5. ‘Guest (1999), Pfeffer (1994) & Patterson et al (1997) concur on a ‘best practice’ rubric and share the belief that its adoption will inevitably lead to superior organizational performance’.

Examine any **five** common features of the best practice framework.

**(25 marks)**

6. Evaluate the efficacy of the AMO model (Ability, Motivation, Opportunity - Appelbaum et al., 2000; Purcell and Hutchinson, 2007) as surety for organizational success. **(25 marks)**

**END OF EXAMINATION**