



**ZIMBABWE EZEKIEL GUTI UNIVERSITY**

**FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING**

**DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT**

**EXAMINATION PAPER**

**COURSE CODE** : CHR121  
**COURSE TITLE** : HUMAN RESOURCE MANAGEMENT  
**DURATION** : 3 HOURS  
**DATE** : FEBRUARY 2022  
**SPECIAL REQUIREMENTS** : NONE

**15 FEB 2022**

**INSTRUCTIONS TO CANDIDATES:**

1. No cell phones are allowed in the examination venue.
2. Answer **QUESTION ONE (1)** and any other **THREE (3)** questions.
3. Begin each question on a new page.
4. The number of marks for each question or part question is shown in brackets [ ]

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### **Question 1**

'Human Resource Management (HRM) is the lifeblood of contemporary organisations.'  
Discuss. **[25 marks]**

### **Question 2**

- a) Compare and contrast Soft HRM and Hard HRM. **(12 marks)**
- b) Examine any **three (3)** potential obstacles to the integration of HRM with the line function. In your answer, clearly show how each obstacle may be overcome. **(13 marks)**

### **Question 3**

Mhofu is the HR advisor of a Zimbabwean company where the majority of the workforce consist of employees born after 1980. Critically analyse any **five (5)** initiatives Mhofu would recommend to keep the group engaged. **[25 marks]**

### **Question 4**

Evaluate the relevance of the 360 degree performance appraisal system to organisations in Zimbabwe. **[25 marks]**

### **Question 5**

Discuss the concept of 'flexible firm' according to Atkinson (1984). In your answer, clearly show the relevance of this concept in the management of contemporary organisations.

**[25 marks]**

**End of Paper**