



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING

DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT

EXAMINATION PAPER

COURSE CODE : CHR 406  
COURSE TITLE : STRATEGIC HUMAN RESOURCES  
MANAGEMENT  
SPECIAL REQUIREMENTS : NONE  
DURATION : 3 HOURS  
DATE : 28 JUN 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 [ ]

## SECTION A – COMPULSORY

### QUESTION ONE

**Read the Case Study and answer the question below.**

When Peter Moor and Aleck Zacharias met in London in 2001, they discussed several beautiful business ideas and how their companies were performing. Peter Moor was a Zimbabwean Business man dealing in Timber whereas Zacharias was also into manufacturing of school and office furniture in Dubai. The two later agreed to sign a memorandum of understanding to work together and form an alliance. They named their company as MoorZacharias International. As time goes, the pair started experiencing problems. Moor felt that the management brought by his partner was incompetent and lacked the drive. Because of their Muslim culture, they could not work on certain days and they could take weeks off fasting and praying. Due to this weaker management involvement, Moor decided to offer his partner less equity stake in the company. On the other hand Zacharias had fear of market insulation due to the local partner's absence in their cultural activities. The majority of their clients were from the Middle East and there was serious challenges in terms of language and efficient business communication. This led the relationship to be difficult to keep and the set objectives lagged over time and the company collapsed and closed.

Based on the story of Peter Moor and Aleck Zacharias, one of the problems of international alliances is that one partner may learn more and benefit more from the alliance than its partner.

Discuss

[25 marks]

## SECTION B – ANSWER ANY THREE (3) QUESTIONS

### QUESTION TWO

'Human resources can contribute to strategy and strategic planning in many ways'. Explain systems and strategies that can be implemented to achieve a competitive advantage. [25 marks]

### QUESTION THREE

'Human resource management has a role in environmental scanning, just like the finance and marketing functions'. Critically examine this statement. [25 marks]

### QUESTION FOUR

'Several human resource management practices can facilitate organisational learning'. Explain in detail concepts of organizational learning [25 marks]

### QUESTION FIVE

. In detail, explain what you understand by the recognition and contributions of human resource planning in an organisation. [25 marks]

### QUESTION SIX

There are probably four stages in the evolution of linkages between strategic business planning and human resource management.

Explain the following stages and their link to Strategic Human Resources Management [25 marks]

- a) Administrative linkage [7 marks]
- b) One way linkage [6 marks]
- c) Two way linkage [6 marks]
- d) Integrative linkage [6 marks]