



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING

DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT

EXAMINATION PAPER

COURSE CODE : CHR 407
COURSE TITLE : STRATEGIC HUMAN RESOURCES MANAGEMENT
DURATION : 3 HOURS
DATE : 05 OCT 2022
SPECIAL REQUIREMENTS :

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 1

Read the Case Study and answer the question below.

International human resource management bears both functional and strategic resemblance to human resource management. Functionally it performs almost the same set of activities as human resource management – recruitment, selection, performance management, compensation, training, industrial relations, career management etc. Strategically international HRM is closely linked to the business strategy of the organization.

Hence international human resource management can be defined as the set of activities involved in hiring, managing performance, compensation, training and relations with employees hired to manage internal operations of a company, with a view to ensure the success of their international business and strategies.

International human resource management differs from domestic human resource management primarily in terms of the complexity associated with managing people across national boundaries.

Question 1.

International human resource management deals with at least three types of employees based on their country of origin:

In brief, explain the meaning of the following concepts?

- a) Parent-Country Nationals (PCNs) {5}
- b) Host-Country Nationals (HCNs) {5}
- c) Third-Country Nationals (TCNs) {5}
- d) Expatriation & repatriation {5}
- e) Cross-cultural issues {5}

SECTION 2 – ANSWER ANY THREE (3) QUESTIONS

QUESTION 1

Human resource management has a role in environmental scanning, just like the finance and marketing functions. Critically examine this statement. (25).

QUESTION 2

Human resources can make contributions to strategy and strategic planning in a number of ways. Explain systems and strategies that can be implemented to achieve competitive advantage. (25).

QUESTION 3

The integration of business strategy and human resource strategy and planning is particularly important for long-range planning efforts. In detail, explain what you understand by the recognition and contributions of human resource planning in an organisation. (25).

QUESTION 4

Identify the key objectives of SHRM and explain how they enhance effectiveness in any organisation. {25}

QUESTION 5

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).

- a) Administrative linkage
- b) One way linkage
- c) Two way linkage
- d) Integrative linkage

END