



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS

**DEPARTMENT OF ACCOUNTING, FINANCE AND HUMAN CAPITAL
MANAGEMENT**

EXAMINATION PAPER

COURSE CODE : CHR 406
COURSE TITLE : STRATEGIC HUMAN RESOURCES
MANAGEMENT
DURATION : 3 HOURS
DATE : 11, 2 OCT 2023
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

QUESTION 1

Barney (1991: 102), stated that, 'a firm is said to have a competitive advantage when it is implementing a value-creating strategy not simultaneously being implemented by any current or potential competitors *and* when these other firms are unable to duplicate the benefits of this strategy'.

- a) What is meant by the term "competitive advantage" (5 marks)
- b) Critic this statement highlighting how a firm can be unique in its operations. (20 marks)

SECTION B – ANSWER ANY THREE QUESTIONS.

QUESTION 2

Discuss the role of situation analysis in strategic human resources planning? (25 marks)

QUESTION 3

To a very large extent, the philosophy of SHRM is underpinned by the resource-based view. In detail, define the meaning of Resource based view. (25 marks)

QUESTION 4

The strategic goal emerging from the resource based view is to create firms that are *more intelligent and flexible* than their competitors (Boxall, 1996). Discuss. (25 marks).

QUESTION 5

Total rewards are strongly influenced by the need to attract, retain and energize high-quality people. In detail, examine this statement and give reasons why some other firms fail when they pay more money. (25 marks)

QUESTION 6

Discuss the term Strategic HRM. (15 marks)

How does external pressure influence the smooth application of a strategy? (10 marks).

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