



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS

DEPARTMENT OF ACCOUNTING, FINANCE AND HUMAN CAPITAL
MANAGEMENT

EXAMINATION PAPER

COURSE CODE : CHR 411
COURSE TITLE : HUMAN RESOURCE DEVELOPMENT
DURATION : 3 Hours
LEVEL : 4.1
DATE : 23 SEP 2024

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue
2. Answer question number **one (1)** in section A (Compulsory) and any other three (3) questions in section B
3. The number of marks for each question or part question is shown in brackets []
4. Begin each question on a new page.
5. **DO NOT OPEN THIS PAPER UNTIL THE INVIGILATOR INSTRUCTS YOU.**

SECTION A (COMPULSORY)

CASE STUDY

TechSolutions Inc. specializes in software development and has experienced rapid growth in recent years. However, the company faced challenges in employee retention, skill gaps and overall productivity. To address these issues, the management decided to implement a comprehensive HRD strategy.

TechSolutions introduced various training programs, including technical skills training which focused on the latest programming languages and technologies. It also provided training in soft skills development by holding workshops on communication, teamwork and leadership. Mentoring Programs were also introduced through pairing experienced employees with new hires for guidance and support. The HR Manager also emphasized the importance of a continuous learning culture by providing access to online courses and certifications and organizing regular knowledge-sharing sessions.

After the implementation of these strategies the organisation started to improve on employee retention and productivity. Its brand name also improved and it became an employer of choice for prospective employees.

QUESTION ONE

- a. Investing in Human Resource Development is critical for organizational success. Discuss this statement relating your answer to the given case study. **[10 marks]**
- b. Imagine TechSolutions Inc. wants to expand its HRD program; assess and discuss other 5 HRD strategies that could be implemented by the organisation to improve its competitiveness. **[15 marks]**

[TOTAL 25 MARKS]

QUESTION TWO

Explore the concept of 'psychological contract' and indicate how it can be effectively managed by human resource managers when implementing human resource development strategies. **[25 marks]**

QUESTION THREE

Assess the circumstances where strategic outsourcing may be considered instead of an investment in Human Resource Development. **[25 marks]**

QUESTION FOUR

Explore giving practical examples how current trends in human resource development practices have been linked to the psychological contract. **[25 marks]**

QUESTION FIVE

The missing link in many Human Resource and Organisational Development interventions in Zimbabwe has been coaching and mentoring of leaders. How significant are these in business. Cite examples to support your answer. **[25 marks]**

QUESTION SIX

How can organisations utilize Human Resource Development in preparing employees for the prevailing turbulent environment? **[25 marks]**

END OF EXAMINATION QUESTION PAPER