



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS

DEPARTMENT OF ACCOUNTING, FINANCE AND HUMAN CAPITAL MANAGEMENT

COURSE CODE : CHR 121
COURSE TITLE : Principles of Human Resource Management
SPECIAL REQUIREMENTS : None
DURATION : 3 Hours
LEVEL : 1.2
DATE : 12 JUN 2025

INSTRUCTIONS TO CANDIDATES:

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

SECTION A

QUESTION ONE

- i) Compare the Harvard (1984) model of HRM and the Michigan (1984) model of HRM explaining whether the model adopts the hard and/or soft HRM approach. **[15 marks]**
 - ii) Using examples; discuss the main features of hard and soft HRM. **[10 marks]**
- [TOTAL 25 marks]**

SECTION B

QUESTION TWO

Evaluate the role of the following HRM policies and describe how they shape the Human resource management systems of any organisation of your choice.

- i) Training and development policy **[5 marks]**
- ii) Recruitment policy **[5 marks]**
- iii) Performance management policy **[5 marks]**
- iv) Sexual Harassment policy **[5 marks]**
- v) Health and safety policy **[5 marks]**

TOTAL [25 marks]

QUESTION THREE

"The psychological contract is a critical tool that can be used to gain employee motivation and job satisfaction". Assess this statement highlighting the importance of the psychological contract and show how HR managers effectively manage it to achieve a positive employment relationship. **[25 marks]**

QUESTION FOUR

Examine the five (5) stages/phases in the evolution of Human Resource Management and indicate the role of trade unions in each stage. **[25 marks]**

QUESTION FIVE

Assess the transition from traditional personnel management to modern HRM and highlight the key differences between these two approaches. In your answer; indicate the factors that contributed to the shift from TPM to HRM.

QUESTION SIX

Human Resource Management is all about managing an organisation's most valued assets. Discuss this assertion highlighting the importance of Human Resource Management in organisations. Use examples to support your arguments. [25 marks]

END OF EXAMINATION QUESTION PAPER

15/10 Am