



**ZIMBABWE EZEKIEL GUTI UNIVERSITY**

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**FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS**

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**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** : 29 JUL 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

*The best way to motivate employees is to get their full commitment to the values of the organisation by leadership and involvement”, (Pascale and Athos 1981).*

- i. Discuss this assertion stating the benefits of gaining employee commitment and its contribution to the success of organisational goals. Use examples in your answer. **[15 marks]**
- ii. Outline and discuss the different strategies that can be used by organisations to develop worker commitment. **[10 marks]**

## SECTION B

### QUESTION TWO

Evaluate how the Harvard Model of HRM integrates human resource management practices with overall business strategy. In your answer; demonstrate the implications of this alignment for organizational performance. **[25 marks]**

### QUESTION THREE

Examine the following human resource management concepts and explain how they should be effectively managed for a successful human resource management department of a manufacturing organisation:

- i. The employment relationship **[10 marks]**
- ii. The psychological contract. **[10 marks]**
- iii. The employment contract. **[5 marks]**

### QUESTION FOUR

Evaluate the impact of the Human Relations Movement on HRM practices and explain how this movement shifted the focus of HRM from purely administrative tasks to employee satisfaction and motivation. **[25 marks]**

#### **QUESTION FIVE**

Critically assess the effectiveness of various recruitment methods in the modern day technology driven environment and indicate how these methods influence the quality of interviewees and overall hiring outcomes. Use relevant examples to support your answer. **[25 marks]**

#### **QUESTION SIX**

Examine the following HRM practices and explain their significance in organisations:

- i) Rewards Management **[5 marks]**
- ii) Performance management **[5 marks]**
- iii) Training and development **[5 marks]**
- iv) Separation/ employee exit **[5 marks]**
- v) Induction and onboarding **[5 marks]**

**END OF EXAMINATION QUESTION PAPER**

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