



**ZIMBABWE EZEKIEL GUTI UNIVERSITY**

**FACULTY OF HERITAGE, HUMANITIES AND SOCIETAL ADVANCEMENT**

**DEPARTMENT OF SOCIAL WORK AND APPLIED PSYCHOLOGY**

**EXAMINATION PAPER**

**COURSE CODE** : CHR 411  
**COURSE TITLE** : Human Resource Development  
**DURATION** : 3 Hours  
**LEVEL** : 4.1                      24 SEP 2025  
**DATE** :

**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

AYRINNE enterprises is a big organisation that has been operating in the electrical energy sector for more than 50 years. The organisation has been enjoying its monopoly in this sector for a long time. Profit margins have remained stable with a stable talent pool which seemed to be enjoying the benefits of reaping the profits that came with the monopoly. However, due to the rapid environmental changes that are being experienced by most organisations the company has been facing a gradual reduction in its profit margins. There have been new rivals and competitors that have joined the businesses' environment. These competitors are technologically advanced than AYRINNE enterprises. They also have flatter organisational structures and have adopted the democratic leadership style which is the opposite of what is happening at AYRINNE enterprises. The company is also losing its experienced employees as they are preferring to work for the competitors who are presumably offering better terms in their working conditions. Those employees who are left within the organisation are not meeting targets and the organisation is failing to attract the best skilled employees to fill up the vacancies that are arising within the organisation.

This sudden change of events and decreasing profits have eventually forced the company's top management to evaluate its systems and management practices. The board has tasked the company's human resources manager to conduct a survey and find out why the organisation is losing its critical staff and facing a decline in its profit margins.

The Human Resources Manager conducted the survey to find out the possible causes of high staff turnover within the organisation. In his survey he discovered that the employees within the organisation had skills that were outdated and could not operate competitively against their counterparts who worked in the rival organisations. He also discovered that the organisation had no strategic training and development plan as employees were just trained on the mandatory outdated modules which did not satisfy the current market demands. Only those employees who managed to sponsor their own

education and acquired the current high demand skills had resigned and looked for employment in other organisations. AYRINNE lacks structured training programmes that enhance and improve employees' knowledge and skills. This absence of development opportunities hinders the growth and potential of employees. This has contributed to the exit of those who are experienced and knowledgeable.

The company has failed to attract, retain and develop top talent. The Human Resources manager discovered that this could have been caused by the negative brand that the organisation currently has. The employees who left the organisation reportedly told some experts in the field that the organisation has poor performance management systems and does not recognize the effort by those who perform highly than others. There is no reward system that recognizes better performers as every employee is put under the umbrella salary as the management complains about the volatility of the economic situation in the nation. They also indicated that the organisation has a poor system of communication and feedback channels as its bureaucratic nature has led to a lack of open and transparent communication and this has affected the morale and engagement of employees.

The human resources manager also discovered that the employees felt the lack of age limit for the managing director position has affected the productivity of the organisation. The current managing director is 85 years old and he is not ready to retire anytime soon. The aged managing director does not understand the importance of developing the careers of the organisation. He also does not understand the importance employee engagement and involvement as he believes that as the boss he decides on every issue within the organisation. The organisation does not have a proper succession plan in place and no feedback mechanisms to understand the concerns of the employees.

This survey by the human resources manager opened a can of worms and the organisation's management was forced to make drastic changes for them to recover and become more competitive in the sector. The human resources manager was tasked again to come up with recommendations to counter the negative effects that were uncovered by his survey.

### QUESTION ONE

- i. Assuming you are the Human Resources Manager of AYRINNE investments; produce a detailed report on recommendations for improving the organisations' staff retention efforts making reference to Human Resource Development strategies. **[10 marks]**
- ii. Assess the consequences of poor human resource development strategies and highlight the importance of investing in Human Resource Development for organisational success. **[10 marks]**
- iii. Examine 5 human resources development strategies that you are familiar with and explain how they can be implemented in organisations. **[5 marks]**

**TOTAL [25 marks]**

### SECTION B (SELECT ANY 3 QUESTIONS)

#### QUESTION TWO

Explore the relevance of human resource development to organisations and explain the main principles and components of a comprehensive human resource development strategy in any organisation. Use relevant examples to support your arguments. **[25 marks]**

#### QUESTION THREE

- i. *Organisational development and human resource development concepts cut from the same cloth.* Assess the relevance of this statement in relation to HRD strategies being used in modern organisations. **[13 marks]**

- ii. Examine the concept of career development and discuss its significance to employee engagement and retention. [12 marks]

**TOTAL [25 MARKS]**

#### **QUESTION FOUR**

Evaluate the following human resource development theories and highlight how organisations can use these theories as guiding principles for their human resource development practices:

- i. Human Capital Theory. [10 marks]  
ii. Resource Based view. [10 marks]  
iii. Contingency theory [5 marks]

**TOTAL [25 MARKS]**

#### **QUESTION FIVE**

Assess the key aspects of individual learning and development explaining how it can be managed for the achievement of organisational goals and objectives. [25 marks]

#### **QUESTION SIX**

Discuss the functions of human resource development demonstrating how organisations can benefit from these functions if they are embedded within their systems. [25 marks]

**END OF EXAM QUESTION PAPER**

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