

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

DEPARTMENT OF HUMAN RESOURCES

HUMAN RESOURCE MANAGEMENT BS422

THREE HOURS

NOVEMBER/DECEMBER 2011

INSTRUCTIONS TO CANDIDATES

1. Answer any **four** questions.
2. Start each full question on a fresh page.

INFORMATION TO CANDIDATES

1. All questions carry equal marks.

QUESTION 1

- a) 'Human Resource Management as a function evolved over a period of time.' Clearly outline and explain these evolutionary stages. (10)
- b) Discuss the implications of each of the evolutionary stages to the management of the human resources. (15)
- [25 marks]**

QUESTION 2

- a) Define the term *performance management* as used in Human Resource Management. (2)
- b) Explain the Balanced Score- Card system as a performance management tool. (10)
- c) Assess the major reasons why performance appraisals failed in the 1980s as a Performance management approach. (13)
- [25 marks]**

QUESTION 3

Evaluate the relevance of job analysis and job description in a changing environment. (10)

[25 marks]

QUESTION 4

- a) Explain the Storey and the Guest models of Human Resource Management. (10)
- b) Compare and contrast the Harvard and the Michigan models of Human Resource Management, bringing out how they help in the understanding of hard and soft Human Resource Management. (15)
- [25 marks]**

QUESTION 5

Critically examine the key levers in Human Resource Management, showing how they help in distinguishing the Human Resource Management as a concept from Traditional Personnel Management. (10)

[25 marks]

QUESTION 6

- a) Evaluate the concept of Total Quality Management, clearly bringing out its challenges. (10)
- b) Discuss the three levels of strategic integration in Human Resource Management, showing the challenges to be faced by the Human Resource Management Practitioners in implementing each level. (15)
- [25 marks]**

*****END OF PAPER*****