

**BINDURA UNIVERSITY OF SCIENCE EDUCATION**

**FACULTY OF COMMERCE**

**DEPARTMENT OF HUMAN CAPITAL MANAGEMENT**

**STRATEGIC HUMAN CAPITAL MANAGEMENT (BS446)**

**MAR 2023**

**TIME: THREE HOURS**

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**INSTRUCTIONS TO CANDIDATES**

1. Answer question **one** and **any other three** questions.
2. Start the answer to each question on a fresh page.

**INFORMATION TO CANDIDATES**

1. No cellphones and any other unauthorised materials are allowed into the examination room.
2. Each question carries 25 marks.

### **QUESTION 1**

Imagine you are hired as a human resources manager in a firm that historically gave low importance to the human resources function. Most of the human resources management systems and procedures in the firm are outdated. Historically, this function was given a low status, 'the' record keeping role within the firm. Armed with sophisticated, strategic HRM training, you recently joined the firm and you want to make the top management recognise the importance of sound HR practices for strategic success. Explain the interventions (actions) you should take, both in the short and long term to achieve your goal? (25)

### **QUESTION 2**

'The difference between the standard traditional human resources management and strategic human resources management is a matter of semantics'. Discuss (25)

### **QUESTION 3**

With reference to any organisation that you are familiar with, assess the role of strategic human resources management in competitive effectiveness of the organisation (25)

### **QUESTION 4**

If HR strategy and organisational strategy are not aligned then organisations will ultimately struggle to deliver on their mission. Discuss (25)

### **QUESTION 5**

Many writers in the 1980s started clamouring for a more strategic approach to the management of Human Resources than the standard practice of traditional management of people or industrial relations. Justify the need for this new orientation (25)

### **QUESTION 6**

"Growth of strategic HRM in organization is primarily due to economic liberalization and globalization." Comment

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