



**REFORMED CHURCH UNIVERSITY**

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**FACULTY OF COMMERCE**

**BACHELOR OF COMMERCE HONOURS DEGREE IN HUMAN  
RESOURCES, LABOUR AND INDUSTRIAL RELATIONS**

**HUMAN RESOURCES MANAGEMENT**

**HHRM-408**

**PART 4 SEMESTER 2 EXAMINATION**

**TOTAL MARKS [100]**

**DATE: DECEMBER 2022**

**TIME: 3 HOURS**

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**INSTRUCTIONS**

1. This paper has *six (6)* questions
2. Answer question *one (1)* and *any* other **three (3)**
3. Each question carries **25 marks**
4. Start each question on a new page

1. The difference between personnel management and strategic human resources management is a matter of semantics. Discuss. [25]
2. With reference to any business organization of your choice, examine the objectives of strategic human resources management. [25]
3. Discuss any **four** principles of Strategic human resources management, clearly showing their applicability to HRM in an organization of your choice [25].
4. Citing relevant examples, assess the role of a Strategic human resources manager as strategic business partner. [25]
5. Examine any **five** barriers to a strategic approach to human resource management, clearly showing the measures that may be taken to reduce the effects of these barriers to the successful implementation of a human resources strategy in any business organization of your choice. [25].
6. Assess the concept 'emotional intelligence' clearly showing how Strategic human resources practitioners can apply emotional intelligence in managing retrenchment. [25]

***End of Paper***