



**REFORMED CHURCH UNIVERSITY**

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**FACULTY OF COMMERCE**

**Bachelor of Commerce Honours Degree in Human Resources,  
Industrial and Labour Relations Management**

**Human Resources Management**

**HHRM 401**

**Part 4 Semester 1 Examination**

**Total Marks [100]**

Date: June 2020

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 proper or improper use of the different factors of production depend on the wishes of the human resources. Hence, besides other resources, human resources need more development. Human resources can increase cooperation but it needs proper and efficient management to guide it" (Peter F. Drucker, 1976). Discuss the importance of HRM in light of the assertion above. (25)
2. Assess the claim that Human Resources Development (HRD) has become an integral part of Human Resource Management. (25)
- ✓3. Using the resource-based view, discuss how human resources can be a source of sustainable competitive advantage. (25)
- ✓4. Examine the following terms:
  - a) Employee engagement (5)
  - b) Human capital management (5)
  - c) Talent management (5)
  - d) Emotional intelligence (5)
  - e) Knowledge management (5)
- ✓5. Analyse the contribution of the Human Resources metrics to the overall success of human resources management in the contemporary business world. (25)
- ✓6. Assess the challenges presented by International Human Resources Management. (25)

*End of paper*