



ZIMBABWE

**MINISTRY OF HIGHER AND TERTIARY EDUCATION,
INNOVATION, SCIENCE AND
TECHNOLOGY DEVELOPMENT**

**HIGHER EDUCATION EXAMINATIONS COUNCIL
(HEXCO)**

NATIONAL DIPLOMA

IN

HUMAN RESOURCES MANAGEMENT

MODULE: Workplace Psychology

PAPER NO: 526/23/M03

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

1. Answer any five (5) questions
2. All questions carry equal marks.

This paper consists of 2 printed pages.

QUESTION 1

Discuss any five (5) contributions of psychology at the workplace. (20 marks)

QUESTION 2

Explain Albert Bandura's social learning theory and its implications for the workplace. (20 marks)

QUESTION 3

Examine the Big five (5) model of personality development. (20 marks)

QUESTION 4

Discuss any five (5) factors that influence attitude formation. (20 marks)

QUESTION 5

Analyse any five (5) factors influencing perception. (20 marks)

QUESTION 6

Explain any five (5) effects of stress at the workplace. (20 marks)

QUESTION 7

Justify with any five (5) reasons why employees form groups. (20 marks)

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DEVELOPMENT**

**HIGHER EDUCATION EXAMINATIONS COUNCIL
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NATIONAL DIPLOMA

IN

HUMAN RESOURCES MANAGEMENT

MODULE: Reward Management

PAPER NO: 526/23/M08

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

1. Answer any five (5) questions.
2. All questions carry equal marks.

PAPER NO: 526/23/M08 – REWARD MANAGEMENT

QUESTION 1

Discuss any five (5) employer's objectives in wages and salaries administration.
(20 marks)

QUESTION 2

Explain any five (5) benefits of a sound remuneration programme to the employer.
(20 marks)

QUESTION 3

Outline any five (5) principles of wage and salary administration. (20 marks)

QUESTION 4

Discuss any five (5) circumstances under which job evaluation has the best chance to succeed. (20 marks)

QUESTION 5

Assess any five (5) advantages of fringe benefits to employees. (20 marks)

QUESTION 6

Outline the procedure for claiming compensation as provided in the "Accident Prevention and Workers Compensation scheme". (20 marks)

QUESTION 7

Describe any five (5) benefits of the NSSA pension and other benefits scheme.
(20 marks)

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NATIONAL DIPLOMA

IN

HUMAN RESOURCES MANAGEMENT

MODULE: Performance Management

PAPER NO: 526/23/M07

DURATION: 3 hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five (5) questions.**
- 2. Each question carries twenty (20) marks.**

This paper consists of 2 printed pages.

PAPER NO: 526/23/M07 – PERFORMANCE MANAGEMENT

QUESTION 1

Outline any five (5) key elements of performance management. (20 marks)

QUESTION 2

Discuss any five (5) ways performance management can be used to improve employee engagement. (20 marks)

QUESTION 3

Explain any five (5) factors that organisations should consider when choosing a performance appraisal method. (20 marks)

QUESTION 4

Outline any five (5) ways through which companies can align performance appraisal with organisational goals. (20 marks)

QUESTION 5

Explain any five (5) key result areas of a human resources professional. (20 marks)

QUESTION 6

Analyse any five (5) potential pitfalls of evaluating individual performance. (20 marks)

QUESTION 7

Discuss any five (5) reasons for conducting performance appraisals in organisations. (20 marks)

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NATIONAL DIPLOMA

IN

HUMAN RESOURCES MANAGEMENT

MODULE: Human Resources Development PAPER NO: 526/23/M05

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

1. Answer any five (5) questions.
2. All questions carry equal marks.

QUESTION 1

- a) Explain the term Human Resources Development. (4 marks)
- b) Discuss any four objectives of human resources development. (16 marks)

QUESTION 2

Describe the human resources development policy formulation process. (20 marks)

QUESTION 3

Explain the components of a training cycle. (20 marks)

QUESTION 4

- a) Explain three career progression schemes human resources development professionals can use in organisations. (12 marks)
- b) Outline any four (4) purposes of career planning. (8 marks)

QUESTION 5

- a) Explain the term “knowledge management.” (5 marks)
- b) Outline any four purposes of career planning. (15 marks)

QUESTION 6

- a) Explain any two differences between learning organisation and organisational learning. (4 marks)
- b) Explain any four (4) characteristics of a learning organisation. (16 marks)

QUESTION 7

Explain the CIPP model of evaluating human resources development programmes. (20 marks)

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NATIONAL DIPLOMA

IN

HUMAN RESOURCE MANAGEMENT

**SUBJECT: Safety, Health, Environmental PAPER NO: 526/23/M01
Practice and Quality**

DURATION: 3 Hours

NOVEMBER/DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1) Answer any five (5) questions.
- 2) All questions carry equal marks.

This paper consists of 2 printed pages.

QUESTION 1

- a) Define the term accident. (2 marks)
- b) Discuss any six (6) causes of accidents at a workplace. (18 marks)

QUESTION 2

Using the five Es assess the methods of preventing accidents. (20 marks)

QUESTION 3

Assess any five (5) benefits of the Environmental Management System (EMS).
(20 marks)

QUESTION 4

Discuss any five (5) legal functions of management in health and safety.
(20 marks)

QUESTION 5

Analyse any five (5) types of reports produced in health and safety. (20 marks)

QUESTION 6

Discuss the five (5) benefits of health and safety in workplaces. (20 marks)

QUESTION 7

- a) Define the term work-life balance. (2 marks)
- b) Explain any six (6) advantages of worklife balance (18 marks)

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NATIONAL DIPLOMA

IN

**HUMAN RESOURCES MANAGEMENT, PURCHASING AND SUPPLY
MANAGEMENT, TRANSPORT MANAGEMENT AND OFFICE MANAGEMENT**

SUBJECT: Human Resources Management 1 PAPER NO: 526/15/S01

DURATION: 3 Hours

NOVEMBER / DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five (5) questions.**
- 2. All questions carry equal marks.**

QUESTION 1

"Before participating in an interview, certain preparations must be made." In line with the above statement, explain any five (5) preparations that must be made by both the interviewer and the interviewee prior to interviews. (20 marks)

QUESTION 2

Discuss the five (5) reasons why employees join trade unions. (20 marks)

QUESTION 3

"Keeping track of employee performance is of vital importance." Explain any five (5) performance appraisal methods an organisation could use to accomplish this. (20 marks)

QUESTION 4

Explain any five (5) payment systems an organisation can use to carry out their payment of salaries and wages. (20 marks)

QUESTION 5

"Human resources planning is of vital importance to an organisation." Critically analyse this statement using any five (5) points. (20 marks)

QUESTION 6

Explain any five (5) job evaluation methods that can be used by organisations to determine the relative value of jobs. (20 marks)

QUESTION 7

According to NSSA Statutory Instrument 68 of 1990 (SI 68 of 1990) employers have certain duties in health and safety. Explain any five (5) of these duties. (20 marks)

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NATIONAL CERTIFICATE

IN

HUMAN RESOURCES MANAGEMENT

MODULE: Recruitment and Selection

PAPER NO: 334/22/M01

DURATION: 3 Hours

MAY/JUNE 2024 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1) Answer any five (5) questions.
- 2) All questions carry equal marks.

PAPER NO: 334/22/M01-RECRUITMENT AND SELECTION

QUESTION 1

Explain five (5) uses of job analysis information.

(20 marks)

QUESTION 2

Discuss five (5) sources of external recruitment.

(20 marks)

QUESTION 3

Describe ten (10) elements of a job advert.

(20 marks)

QUESTION 4

Explain five (5) types of questions used in an interview.

(20 marks)

QUESTION 5

Discuss five (5) uses of a job description.

(20 marks)

QUESTION 6

- a) Define an interview
- b) Explain four (4) benefits of an interview.
- c) Explain four (4) problems of an interview.

(4 marks)

(8 marks)

(8 marks)

QUESTION 7

Explain any five (5) types of media used to advertise.

(20 marks)

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IN

HUMAN RESOURCES MANAGEMENT

MODULE: Safety, Health and Environment PAPER NO: 334/22/M03
Practice

DURATION: 3 hours

NOVEMBER/DECEMBER 2023 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five (5) questions.**
- 2. All questions carry equal marks.**

This paper consists of 2 printed pages.

QUESTION 1

Outline any five (5) roles of a health and safety officer. (20 marks)

QUESTION 2

- a) Explain the three (3) different components of a health and safety policy. (10 marks)
- b) Discuss any five (5) responsibilities of management on health and safety. (10 marks)

QUESTION 3

Explain any five benefits of staff routine medical examination in an organisation. (20 marks)

QUESTION 4

- a) Define health and safety checklist. (2 marks)
- b) Elaborate on any five (5) benefits of a health and safety checklist. (18 marks)

QUESTION 5

Explain five (5) different causes of work related accidents and illness in an organisation. (20 marks)

QUESTION 6

- a) Discuss any three measures to reduce accidents and illness at the workplace. (6 marks)
- b) Elaborate on any five effects of accidents and illnesses at the workplace. (14 marks)

QUESTION 7

Discuss any five benefits of sporting activities to workers in a company. (20 marks)

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IN

HUMAN RESOURCES MANAGEMENT

MODULE: Recruitment and Selection

PAPER NO: 334/22/M01

DURATION: 3 Hours

**MAY/JUNE 2024 EXAMINATION
REQUIREMENTS**

INSTRUCTIONS TO CANDIDATE

- 1) Answer any five (5) questions.
- 2) All questions carry equal marks.

This paper consists of 2 printed pages.

PAPER NO: 334/22/M01-RECRUITMENT AND SELECTION

QUESTION 1

Explain five (5) uses of job analysis information. (20 marks)

QUESTION 2

Discuss five (5) sources of external recruitment. (20 marks)

QUESTION 3

Describe ten (10) elements of a job advert. (20 marks)

QUESTION 4

Explain five (5) types of questions used in an interview. (20 marks)

QUESTION 5

Discuss five (5) uses of a job description. (20 marks)

QUESTION 6

- a) Define an interview (4 marks)
- b) Explain four (4) benefits of an interview. (8 marks)
- c) Explain four (4) problems of an interview. (8 marks)

QUESTION 7

Explain any five (5) types of media used to advertise. (20 marks)

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IN

HUMAN RESOURCES MANAGEMENT

MODULE: Payroll Administration

PAPER NO: 334/25/M02

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATES

1. Answer any five (5) questions.
2. Each question carries 20 marks.

This paper consists of 2 printed pages.

ER NO: 334/25/M02 - PAYROLL ADMINISTRATION

QUESTION 1

Explain any five (5) advantages of payroll management.

(20 marks)

QUESTION 2

Discuss any five (5) data input methods that can be utilised by organisations.

(20 marks)

QUESTION 3

Describe any five (5) components of a payroll.

(20 marks)

QUESTION 4

Explain any five (5) reasons for maintaining payslip confidentiality.

(20 marks)

QUESTION 5

Discuss any five (5) primary legislations governing statutory deductions.

(20 marks)

QUESTION 6

Outline the seven (7) steps in processing statutory deductions in payroll administration.

(20 marks)

QUESTION 7

Elaborate on any five (5) consequences of late remittance of statutory deductions by an organisation.

(20 marks)

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IN

HUMAN RESOURCES MANAGEMENT

MODULE: Manage Industrial Relations PAPER NO: 334/22/M07

DURATION: 3 Hours

NOVEMBER / DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five (5) questions.**
- 2. All question carry equal marks.**

This paper consists of 2 printed pages.

PAPER NO: 334/22/M07 - MANAGE INDUSTRIAL RELATIONS

QUESTION 1

Discuss any five (5) principles of a good disciplinary system. (20 marks)

QUESTION 2

Outline any five (5) rights of employees in relation to disciplinary hearing. (20 marks)

QUESTION 3

Discuss any five (5) advantages of having an employment code of conduct. (20 marks)

QUESTION 4

- a) Explain the term arbitration. (4 marks)
- b) Explain any four (4) advantages and four (4) disadvantages of arbitration as a dispute resolution mechanism. (16 marks)

QUESTION 5

Explain the following terms;

- a) Company policy (4 marks)
- b) Labour law (4 marks)
- c) Code of conduct (4 marks)
- d) Workers' committee (4 marks)
- e) Industrial relations (4 marks)

QUESTION 6

Elaborate on any five (5) benefits of industrial relations to business operations. (20 marks)

QUESTION 7

Explain any five (5) causes of grievances at the workplace. (20 marks)



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IN

HUMAN RESOURCES MANAGEMENT

MODULE: Payroll Administration

PAPER NO: 334/22/M02

DURATION: 3 hours

NOVEMBER/DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five questions.**
- 2. All questions carry equal marks.**

This paper consists of 3 printed pages.

QUESTION 1

Describe any five (5) major elements of a payroll.

(20 marks)

QUESTION 2

Highlight any five (5) statutory deductions that can be effected on payroll.

(20 marks)

QUESTION 3

Explain any five (5) skills expected of a payroll administrator.

(20 marks)

QUESTION 4

Explain the following terms:

- | | |
|--------------------|-----------|
| a) Salary survey | (4 marks) |
| b) Fringe benefits | (4 marks) |
| c) Incentives | (4 marks) |
| d) Piece rate | (4 marks) |
| e) Time rate | (4 marks) |

QUESTION 5

Discuss any five (5) factors that determine wages and salaries in organisations.

(20 marks)

QUESTION 6

Describe any five (5) problems associated with processing payroll.

(20 marks)

QUESTION 7

Explain any four (4) examples of benefits paid to employees under National Social Security Scheme. (20 marks)

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IN

HUMAN RESOURCES MANAGEMENT

MODULE: Performance Management PAPER NO: 334/22/M06

DURATION: 3 Hours

NOVEMBER/ DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five (5) questions.**
- 2. All questions carry equal marks.**

QUESTION 1

Outline any five (5) factors that influence effectiveness of performance appraisal. (20 marks)

QUESTION 2

Explain any five (5) problems or pitfall in performance appraisal. (20 marks)

QUESTION 3

Outline any six (6) benefits of conducting performance appraisal. (20 marks)

QUESTION 4

Explain any five (5) ways that can be used to improve the performance review process. (20 marks)

QUESTION 5

Outline any five (5) differences between performance management and performance appraisal. (20 marks)

QUESTION 6

Describe the five (5) steps of the performance management cycle. (20 marks)

QUESTION 7

Outline the six (6) steps of the performance appraisal process. (20 marks)

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IN

HUMAN RESOURCES MANAGEMENT

MODULE: Training and Development

PAPER NO: 334/22/M04

DURATION: 3 Hours

NOVEMBER/DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five questions.**
- 2. All question carry equal marks.**

This paper consists of 2 printed pages.

QUESTION 1

- (a) Define the term training policy. (2 marks)
- (b) Explain any six components of a training policy. (18 marks)

QUESTION 2

Explain any five methods of collecting training needs data. (20 marks)

QUESTION 3

Explain any five similarities and five differences between training and development. (20 marks)

QUESTION 4

- (a) Define the concept "performance gap". (2 marks)
- (b) Outline any six causes of employee performance gaps. (18 marks)

QUESTION 5

- (a) Explain any two differences between on the job training and off the job training. (4 marks)
- (b) Explain any four advantages and four disadvantages of on the job training. (16 marks)

QUESTION 6

Explain the following levels of training evaluation

- (a) Evaluating trainee reaction (5 marks)
- (b) Evaluating trainee learning (5 marks)
- (c) Evaluating trainee behaviour (5 marks)
- (d) Evaluating training results (5 marks)

QUESTION 7

Describe any five principles of learning trainers need to observe for effective training. (20 marks)

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IN

HUMAN RESOURCES MANAGEMENT

MODULE: Records Management

PAPER NO: 334/22/M05

DURATION: 3 hours

NOVEMBER/DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five (5) questions.**
- 2. Each question carries 20 marks.**

This paper consists of 2 printed pages.

PAPER NO: 334/22/M05 - RECORDS MANAGEMENT

QUESTION 1

Explain any five (5) principles of an effective filing system. (20 marks)

QUESTION 2

Elaborate on any five (5) advantages of having an employee data base. (20 marks)

QUESTION 3

Explain any five (5) types of filing systems. (20 marks)

QUESTION 4

Explain any five (5) methods used to secure records. (20 marks)

QUESTION 5

Discuss any five (5) factors affecting salary scales in human resources management. (20 marks)

QUESTION 6

Elaborate on any five (5) causes of gender disparities in the workplace. (20 marks)

QUESTION 7

Explain any five (5) reasons why records should be updated. (20 marks)

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NATIONAL DIPLOMA

IN

HUMAN RESOURCES MANAGEMENT

MODULE: Workplace Psychology

PAPER NO: 526/23/M03

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

1. Answer any five (5) questions
2. All questions carry equal marks.

This paper consists of 2 printed pages.

PAPER NO: 526/23/M03 – WORKPLACE PSYCHOLOGY

QUESTION 1

Discuss any five (5) contributions of psychology at the workplace. (20 marks)

QUESTION 2

Explain Albert Bandura's social learning theory and its implications for the workplace. (20 marks)

QUESTION 3

Examine the Big five (5) model of personality development. (20 marks)

QUESTION 4

Discuss any five (5) factors that influence attitude formation. (20 marks)

QUESTION 5

Analyse any five (5) factors influencing perception. (20 marks)

QUESTION 6

Explain any five (5) effects of stress at the workplace. (20 marks)

QUESTION 7

Justify with any five (5) reasons why employees form groups. (20 marks)

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IN

HUMAN RESOURCES MANAGEMENT

MODULE: Reward Management

PAPER NO: 526/23/M08

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

1. Answer any five (5) questions.
2. All questions carry equal marks.

PAPER NO: 526/23/M08 - REWARD MANAGEMENT

QUESTION 1

Discuss any five (5) employer's objectives in wages and salaries administration. (20 marks)

QUESTION 2

Explain any five (5) benefits of a sound remuneration programme to the employer. (20 marks)

QUESTION 3

Outline any five (5) principles of wage and salary administration. (20 marks)

QUESTION 4

Discuss any five (5) circumstances under which job evaluation has the best chance to succeed. (20 marks)

QUESTION 5

Assess any five (5) advantages of fringe benefits to employees. (20 marks)

QUESTION 6

Outline the procedure for claiming compensation as provided in the "Accident Prevention and Workers Compensation scheme". (20 marks)

QUESTION 7

Describe any five (5) benefits of the NSSA pension and other benefits scheme. (20 marks)

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IN

HUMAN RESOURCES MANAGEMENT

MODULE: Performance Management

PAPER NO: 526/23/M07

DURATION: 3 hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five (5) questions.**
- 2. Each question carries twenty (20) marks.**

This paper consists of 2 printed pages.

PAPER NO: 526/23/M07 - PERFORMANCE MANAGEMENT

QUESTION 1

Outline any five (5) key elements of performance management. (20 marks)

QUESTION 2

Discuss any five (5) ways performance management can be used to improve employee engagement. (20 marks)

QUESTION 3

Explain any five (5) factors that organisations should consider when choosing a performance appraisal method. (20 marks)

QUESTION 4

Outline any five (5) ways through which companies can align performance appraisal with organisational goals. (20 marks)

QUESTION 5

Explain any five (5) key result areas of a human resources professional. (20 marks)

QUESTION 6

Analyse any five (5) potential pitfalls of evaluating individual performance. (20 marks)

QUESTION 7

Discuss any five (5) reasons for conducting performance appraisals in organisations. (20 marks)

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IN

HUMAN RESOURCES MANAGEMENT

MODULE: Human Resources Development PAPER NO: 526/23/M05

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

1. Answer any five (5) questions.
2. All questions carry equal marks.

APER NO: 526/23/M05 - HUMAN RESOURCES DEVELOPMENT

QUESTION 1

- a) Explain the term Human Resources Development. (4 marks)
- b) Discuss any four objectives of human resources development. (16 marks)

QUESTION 2

Describe the human resources development policy formulation process. (20 marks)

QUESTION 3

Explain the components of a training cycle. (20 marks)

QUESTION 4

- a) Explain three career progression schemes human resources development professionals can use in organisations. (12 marks)
- b) Outline any four (4) purposes of career planning. (8 marks)

QUESTION 5

- a) Explain the term "knowledge management." (5 marks)
- b) Outline any four purposes of career planning. (15 marks)

QUESTION 6

- a) Explain any two differences between learning organisation and organisational learning. (4 marks)
- b) Explain any four (4) characteristics of a learning organisation. (16 marks)

QUESTION 7

Explain the CIPP model of evaluating human resources development programmes. (20 marks)

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NATIONAL DIPLOMA

IN

HUMAN RESOURCE MANAGEMENT

**SUBJECT: Safety, Health, Environmental PAPER NO: 526/23/M01
Practice and Quality**

DURATION: 3 Hours

NOVEMBER/DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1) Answer any five (5) questions.
- 2) All questions carry equal marks.

This paper consists of 2 printed pages.

PAPER NO: 526/23/M01-SAFETY, HEALTH, ENVIRONMENTAL PRACTICE
AND QUALITY

QUESTION 1

- a) Define the term accident. (2 marks)
b) Discuss any six (6) causes of accidents at a workplace. (18 marks)

QUESTION 2

Using the five Es assess the methods of preventing accidents. (20 marks)

QUESTION 3

Assess any five (5) benefits of the Environmental Management System (EMS). (20 marks)

QUESTION 4

Discuss any five (5) legal functions of management in health and safety. (20 marks)

QUESTION 5

Analyse any five (5) types of reports produced in health and safety. (20 marks)

QUESTION 6

Discuss the five (5) benefits of health and safety in workplaces. (20 marks)

QUESTION 7

- a) Define the term work-life balance. (2 marks)
b) Explain any six (6) advantages of worklife balance (18 marks)

.../fk



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DEVELOPMENT**

**HIGHER EDUCATION EXAMINATIONS COUNCIL
(HEXCO)**

NATIONAL DIPLOMA

IN

**HUMAN RESOURCES MANAGEMENT, PURCHASING AND SUPPLY
MANAGEMENT, TRANSPORT MANAGEMENT AND OFFICE MANAGEMENT**

SUBJECT: Human Resources Management 1 PAPER NO: 526/15/S01

DURATION: 3 Hours

NOVEMBER / DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five (5) questions.**
- 2. All questions carry equal marks.**

This paper consists of 2 printed pages.

QUESTION 1

"Before participating in an interview, certain preparations must be made." In line with the above statement, explain any five (5) preparations that must be made by both the interviewer and the interviewee prior to interviews. (20 marks)

QUESTION 2

Discuss the five (5) reasons why employees join trade unions. (20 marks)

QUESTION 3

"Keeping track of employee performance is of vital importance." Explain any five (5) performance appraisal methods an organisation could use to accomplish this. (20 marks)

QUESTION 4

Explain any five (5) payment systems an organisation can use to carry out their payment of salaries and wages. (20 marks)

QUESTION 5

"Human resources planning is of vital importance to an organisation." Critically analyse this statement using any five (5) points. (20 marks)

QUESTION 6

Explain any five (5) job evaluation methods that can be used by organisations to determine the relative value of jobs. (20 marks)

QUESTION 7

According to NSSA Statutory Instrument 68 of 1990 (SI 68 of 1990) employers have certain duties in health and safety. Explain any five (5) of these duties. (20 marks)

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**HIGHER EDUCATION EXAMINATIONS COUNCIL
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NATIONAL DIPLOMA

IN

HUMAN RESOURCES MANAGEMENT

**MODULE: Safety, Health, Environmental Practice PAPER NO: 526/23/M01
and Quality**

DURATION: 3 hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five (5) questions.**
- 2. All questions carry equal marks.**

This paper consists of 2 printed page.

PAPER NO: 526/23/M01 – SAFETY, HEALTH, ENVIRONMENTAL PRACTICE AND QUALITY

QUESTION 1

Explain any five (5) consequences of failing to regularly review and update a health and safety policy. (20 marks)

QUESTION 2

Describe any five (5) types of safety signs used in organisations. (20 marks)

QUESTION 3

Discuss any five (5) benefits an organisation can gain from implementing and maintaining an effective Environmental Management System. (20 marks)

QUESTION 4

Explain any five (5) dimensions of a wellness program. (20 marks)

QUESTION 5

Describe any five (5) basic components of a Quality Management System. (20 marks)

QUESTION 6

Discuss any five (5) factors affecting safety planning. (20 marks)

QUESTION 7

Explain any five (5) negative effects of non-compliance with health and safety legislation. (20 marks)



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NATIONAL DIPLOMA

IN

HUMAN RESOURCES MANAGEMENT

MODULE: Employment Relations

PAPER NO: 526/23/M04

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five (5) questions.**
- 2. All questions carry equal marks.**

This paper consists of 2 printed pages.

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QUESTION 1

Discuss any five (5) unfair labour practices by an employer here in Zimbabwe. (20 marks)

QUESTION 2

Explain five (5) functions of a worker's committee. (20 marks)

QUESTION 3

Discuss five (5) roles of government in employment relations. (20 marks)

QUESTION 4

a) Explain the term collective job action. (4 marks)

b) Discuss five (5) steps to follow before engaging in collective job action. (16 marks)

QUESTION 5

Outline steps in the disciplinary handling procedure. (20 marks)

QUESTION 6

Explain five (5) duties of an employer in a contract of service. (20 marks)

QUESTION 7

Outline any five (5) objectives of National Social Security Authority (NSSA). (20 marks)

...../pm



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NATIONAL DIPLOMA

IN

HUMAN RESOURCES MANAGEMENT

MODULE: Workplace Psychology PAPER NO: 526/23/M03

DURATION: 3 Hours

NOVEMBER/ DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

1. Answer any five (5) questions only.
2. All questions carry equal marks

This paper consists of 3 printed pages.

QUESTION 1

Elaborate on the following four (4) workplace psychological learning theories:

- a) Psychodynamism theory (5 marks)
- b) Behaviourism theory (5 marks)
- c) Social learning theory (5 marks)
- d) Cognitive theory (5 marks)

QUESTION 2

Discuss any five (5) impacts of psychology at the workplace. (20 marks)

QUESTION 3

Outline the social – cognitive theory of personality. (20 marks)

QUESTION 4

Highlight any five (5) effects of attitude on workplace performance. (20 marks)

QUESTION 5

- a) Define perceptions. (2 marks)
- b) Explain how the following factors influence perceptions:
 - i) Internal factors (6 marks)
 - ii) Psychological factors (6 marks)
 - iii) External factors (6 marks)

QUESTION 6

Describe the five stages involved in group formation

(20 marks)

QUESTION 7

- a) Explain any five (5) sources of stress at the workplace. (10 marks)
- b) Outline any five ways of managing stress at the workplace. (10 marks)

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