

INSTITUTE OF PEOPLE MANAGEMENT OF ZIMBABWE



ASSIGNMENT BOOKLET

HIGHER DIPLOMA SUBJECTS

APRIL 2018

***N.B. ALL ASSIGNMENTS SHOULD BE TYPED**

Assignment Submission Deadline for students writing April 2018 Exams is Tuesday 13 February, 2018.

*Payment for annual subscription and for modules in each subject to be submitted and assignment must be received by IPMZ **before** assignment is submitted for marking, of which failure to do as such, will mean that your assignment will not be marked.*

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ASSIGNMENTS AND EXAMINATIONS INSTRUCTIONS

Please note that the final examination mark will be an aggregate of Assignments and Examinations marks.

- **Assignments** : Will contribute 30%
- **Examinations** : Will contribute 70% to the final examination pass mark
- Answer any **TWO (2) Assignments** questions per subject.
- The assignment should be **about 1 500 words** in length. Some answers should be brief where required.
- Now it is **A Must** : **Typed assignments, font size 12**
- **Margins** : **2 cm**

PLAGIARISM OF ASSIGNMENTS

Students Please Note that Plagiarism of Assignments is not allowed nor tolerated.

While students are allowed to study and discuss the study materials/assignment questions with others and/or with the tutors; but ultimately the assignment to be submitted should contain one's own thoughts and research findings and understanding of the subject matter. **Submitting an assignment copied word by word with another person is considered plagiarism and is not acceptable.**

IPMZ is a professional body, and as such we cannot be seen to be condoning behaviour which is completely at variance with our code of ethics. We expect our members to behave in an ethical and professional manner as representatives of the HR profession.

Please be advised that if an Assignment is deemed to have been Plagiarised, the following will happen:-

- A) Suspension from writing the examination/s in the Assignment/s proven beyond reasonable doubt to be plagiarized.
- B) Forfeiting of the examination fees paid for the subject/s.
ALL assignments submitted will not be marked. Writing of examinations on the other subjects will be allowed but will be marked out of 70%.
- C) Resubmission of the assignments in the subject/s if and when one decides to register for future examinations.

PLEASE NOTE THAT NO CORRESPONDENCE SHALL BE ENTERED INTO AND NO FURTHER REDRESS SHALL BE PERMITTED.

1. (a) How does productivity translate into better living standards in an economy like Zimbabwe? [10]
- (b) Develop or describe the input-transformation-output relationship found in the following systems:-
- (i) Retail Supermarket [3]
 - (ii) Private College or University [3]
 - (iii) Power supply company e.g. ZESA [3]
 - (iv) Bakery [3]
 - (v) Security Company [3]
2. (a) A customer returns a television set to XYZ Department Store after it malfunctions within three weeks of buying it. What kind of quality costs will be incurred by manufacturer of the television set? Justify your answer. [10]
- (b) Give examples of at least three manufacturing companies that may experience internal failure costs whilst the product is under production. Justify your proposition in each case. [9]
- (c) At what stage are Appraisal costs incurred in the production process? [3]
- (d) What category of costs does customer survey and quality audits fall under? [3]
3. Identify and discuss fully with examples, the various beneficiaries of productivity gains. In what way do they benefit? [25]
4. (a) What companies can you think of in Zimbabwe that can apply the following types of benchmarking:-
- (i) Competitive benchmarking [5]
 - (ii) Performance benchmarking [5]
 - (iii) Practice benchmarking [5]
- Justify your answer in each case.
- (b) Discuss the five steps in the process of benchmarking. [10]

- 1.** Analyse the external forces of change in an organisation of your choice. **[25]**

- 2.** Discuss the different types of production. Illustrate your answer. **[25]**

- 3.** Discuss the importance of Conceptual, Technical and Human skills in the whole management system. **[25]**

- 4.** Explain the characteristics of the growth of the Product Life Cycle. **[25]**

- 1.** Discuss five effective ways an organization can employ to influence employees to exert more effort to achieve organizational goals. **[25]**

- 2.** Discuss how you can motivate employees through the development of their skills and abilities at the workplace. **[25]**

- 3.** Why does it make business sense for an organization to embark on effective communication? Discuss. **[25]**

- 4.** Determine the major components of a salary structure which can be adjusted to influence the employee's motivation. **[25]**

1. Review a company's life cycle, disclosing the role of the HR Manager in meeting the organisation and the individual's objectives at each stage of development. [25]

2. Your organisation has successfully completed an HRMS program. Disclose the contents of the evaluation report presented by the project manager. [25]

3. Examine the characteristics of organisations that have been effective and successful under the current economic situation in Zimbabwe. [25]

4. Present arguments for and against the work of a consultant who comes into the organisation as a technical expert. [25]

1. Using any six points, justify the use of literature review in your specific area of specialisation. [25]

2. With practical examples, explain the four types of non-probability sampling designs in data collection. [25]

3. Explain the relevance of:-
 - (a) A Case Study [5]
 - (b) Interview Schedule [5]
 - (c) Documentary Analysis [5]
 - (d) Qualitative Data [5]
 - (e) Stratified sampling technique [5]

4. Explain and illustrate by means of graphs the following Correlation Coefficients:-
 - (i) Perfect positive correlation [5]
 - (ii) Perfect negative correlation [5]
 - (iii) High positive correlation [5]
 - (iv) High negative correlation [5]
 - (v) No correlation [5]

Read the following article and answer the questions which follows:-

Offer for Dulux owner AkzoNobel raised again

- 24 April 2017
 - From the Section Business
- These are external links and will open in a new window

Image copyright AkzoNobel

US paint firm PPG has increased its proposed bid for Dulux owner AkzoNobel for the second time.

The offer, of 96.75 euros per AkzoNobel share, is 8% more than it offered on 22 March, and 17% more than its opening offer made on 2 March.

AkzoNobel has been trying to repel the bid by announcing plans to spin off its chemicals unit and return most of the proceeds to shareholders.

PPG said the new offer was AkzoNobel's last chance to accept the deal.

"We are extending this one last invitation to you and the AkzoNobel boards to reconsider your stance and to engage with us on creating extraordinary value and benefit for all of AkzoNobel's stakeholders." Said PPG's chairman and chief executive, Michael McGarry.

"Our revised proposal represents a second increase in price along with significant and highly-specific commitments that we are confident AkzoNobel's stakeholders will find compelling." he added.

Critical

The revised offer, in a mixture of cash and PPG shares, would value AkzoNobel at 24.6bn euros which, PPG said, was a 50% premium over the Dutch group's value as of 8 March.

The latest offer is critical of AkzoNobel's own plan, announced on 19 April, to split the Netherlands-based group into two: one part concentrating on paint and the other on chemicals.

PPG said: "As evidenced by the decline in AkzoNobel's stock price since its investor update, the capital markets have not recognised any additional value from its new standalone plan, including the enhanced regular dividend and special dividend that AkzoNobel has proposed for 2017."

"One of the more notable risks of AkzoNobel's new standalone plan is that it creates two smaller, unproven standalone companies with uncertain market valuations and substantial risks.

"AkzoNobel's standalone plan also will require substantial restructuring; potentially decreases free cash flow, putting future and accelerated growth plans of the demerged companies at risk," added PPG.

Image copyright AkzoNobel

PPG said that by contrast a merger of the two firms would lead to savings of at least \$750m a year for the combined firm.

To make the suggested deal more acceptable to shareholders and other stakeholders in the Netherlands, the latest PPG offer outlines a long list of commitments to retain AkzoNobel's links with that country:

- Some of the current AkzoNobel business would continue to have their headquarters in the Netherlands or the UK
- None of the European factories will be moved to the US
- None of the existing staff working in AkzoNobel's chemicals business in the Netherlands will lose their job as a direct result of this acquisition
- Research and development spending in the Netherlands and the UK will be maintained "for the foreseeable future", and
- AkzoNobel's main brands, such as Dulux, Sikkens and International Paint, will be maintained.

1. (a) In your opinion why has the AkzoNobel Board been trying to repel the bid by PPG? [6]
- (b) In the context of this article what benefits do you think AkzoNobel shareholders stand to gain in the event that the merger proposal succeeds. [4]
- (c) In the context of this article, discuss the pros and cons of the merging and demerging of companies. [11]
- (d) In your opinion is AkzoNobel's standalone plan sustainable? Explain. [4]
2. Discuss the importance of capital structure and the cost of capital in the efficient financial management of large companies. [25]
3. An investor has purchased \$200 000 worth of shares by paying \$50 000 and borrowing \$150 000 with the shares as collateral. If the shares decrease in value by 10% over the next year, what will be the investor's return on investment (ignoring interest and costs) show all your calculations. [25]
4. John owns 100 000 shares of Chibuku Brewery. Chibuku Brewery decides to give 1 warrant as a special dividend to shareholders who hold 10 shares. If each warrant consists of a conversion ratio of 5 – to –1, What is the total number of Chibuku Brewery shares that John will possess after he decides to exercise all warrants he receives? Show all your calculations. [25]

1. Examine the sales promotions strategies which may be directed at the final consumer. [25]

2. Examine the six instruments that are important in the implementation of programmes. [25]

3. Evaluate the three generic control approaches used by marketing managers. [25]

4. ‘A product is anything that can be offered for attention, use and consumption to satisfy a need.’ Illustrate with a means of a diagram elaborating what the marketer does at each level. [25]

Read the following article and answer the question which follows:-

IMF meeting drops anti-protectionism pledge

By Bill Wilson Business reporter, BBC News

- 23 April 2017
- From the section Business

These are external links and will open in a new window

Image copyright Getty Images Image caption Financial leaders have been meeting in Washington

Global finance leaders from the IMF and World Bank have dropped a pledge to fight trade protectionism from the closing note of their spring meetings.

An IMF statement said members would “work together” to reduce global trade and current account imbalances “through appropriate policies”.

It comes as the Trump administration looks to cut US trade deficits.

It has threatened to impose tariffs on nations that have trade surpluses with the US, including China and Germany.

The administration is aggressively pursuing on “America First” policy.

‘Reciprocal trade’

Earlier in the week the International Monetary Fund (IMF) had warned that protectionist policies could choke off improving global growth.

But at the meeting in Washington, US Treasury Secretary Steven Mnuchin said that President Donald Trump “believes in reciprocal trade deals and reciprocal free trade”.

“What that means is that if our markets are open, there should be a reciprocal nature to other markets which should be open as well,” he added.

He also called for the IMF to stem up its surveillance of members’ foreign exchange rates.

Meanwhile, Mexican central bank chief Agustin Carstens, who chairs the IMF steering committee, attempted to downplay the significance of omitting the pledge on protectionism, saying it was an “ambiguous” term.

“Instead of dwelling on what that concept means, we managed to put it in a more positive, more constructive framework,” he said.

The development comes after ministers from the G20 group of leading industrial nations left their two-day meeting in March without renewing their long-standing pledge to bolster free trade.

They dropped an anti-protectionist commitment after opposition from the US.

1. (a) Explain the reasons why “---- global trade and current account imbalances arise-----“ [6]
- (b) In your opinion what does “----- through appropriate policies -----“entail. [6]
- (c) In the context of this article discuss the arguments for and against trade protectionism. Do you agree with the decision of the global finance leaders? Explain. [13]

2. In the real world Fiscal and Monetary policies are complementary and policy makers need to choose the best combination of the two. Discuss. [25]

3. “Purchasing power parity is not a reasonable assumption to make for both tradable and non-tradable goods”. Discuss. [25]

4. Discuss the Fiscal policy transmission mechanism and explain how it is used to influence aggregate demand national output prices and the level of employment. [25]

STRATEGIC MANAGEMENT

Module 27

1. Discuss the Porter's Cost Leadership strategies, making reference to an organisation you are familiar with. [25]

2. Discuss how the following assist in strategy formulation and implementation:
 - (a) Capital
 - (b) Research and development; and
 - (c) Financial budget[25]

3. Examine the strategies for implementing change. Illustrate your answer. [25]

4. Analyse the characteristics of objectives of a business you are familiar with. [25]

1. With reference to any **two** parastatals of your choice, discuss the reasons why such organisations perform badly. [25]

2. Why do external auditors encounter challenges when conducting business with their clients? Suggest practical solutions for these challenges. [25]

3. (a) Discuss the similarities and differences between Transactional leadership and Transformational leadership. [15]
(b) From all the different types of leadership that you know, which one would be more appropriate in the circumstances below and why:-
 - (i) Crisis situation
 - (ii) Where change is imperative
 - (iii) Where mere membership is important [25]

4. (a) What are the various forms of risk in today's organisations? [15]
(b) Suggest how the board of directors can help in risk management. [10]

- 4.** (a) State clearly what is meant by two events being statistically independent? [5]
- (b) In a certain factory which employs 10 000 men, 1% of all employees have a minor accident in a given year of these, 40% had safety instructions whereas 90% of all employees had no safety instructions. What is the probability of an employee being accident - free
- (i) Given that he had no safety instructions? [5]
- (ii) Given that he had safety instructions? [5]
- (c) A company runs a special lottery. A box contains 100 tickets, an unknown number of which are winning tickets, that number having been selected from random number tables from the integers 1 to 15 inclusive. A ticket is picked at random from the box. What is the probability that it is a winning ticket? [10]