

INSTITUTE OF PEOPLE MANAGEMENT OF ZIMBABWE



ASSIGNMENT BOOKLET

DIPLOMA SUBJECTS

APRIL 2018

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

**Assignment Submission Deadline for students writing April 2018
Examinations 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.
- **All Assignments To Typed, font size 12**
- **Margins** : **2 cm**

Important Notice to Students **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. Define Human Resources Planning. Discuss in detail with practical examples the stages that must be followed in carrying out a human resources plan. [25]

2. What is a Workers Committee? State and discuss in detail its aims and objectives as provided for in the Labour Act. [25]

3. (a) Identify and discuss the advantages associated with e-learning. [12]
(b) State and briefly discuss in some detail any major items commonly appearing in union and management agreements after the negotiation process. [13]

4. (a) Are there any disadvantages that are associated with Job ranking method of job evaluation that you can suggest? [5]
(b) Do you believe that losses may be caused by poor management control when it comes to production management? Discuss. [15]
(c) Briefly explain Douglas McGregor's Theory of Management. [5]

RECRUITMENT AND SELECTION

Module 2

1. Write a critical appraisal of the Application Form and its impact on the recruitment and selection process? [25]

2. The Curriculum Vitae is only a tip of the iceberg. Comment on this assertion with reference to professional recruitment and selection. [25]

3. The Zimbabwean landscape is soaked in corruption and this has rendered professional recruitment and selection in most sectors useless. Discuss. [25]

4. Describe the skills that characterise the effective and efficient interviewer. Comments in this regard should follow the normal writing in continuous prose. [25]

1. The Third Domino refers to unsafe acts and unsafe conditions at the workplace. Briefly explain the various types of unsafe acts and unsafe conditions and the preventive measures that can be used. [25]

2. Promoting Mental Health depends largely on inter-sectorial strategies; briefly discuss the various ways which can be used to promote mental health. [25]

3. Define the term “Delegation” and critically discuss how you would conduct the delegation process with subordinates. [25]

4. The workplace has some unsolved problems at present. Critically discuss the unsolved safety and health problems that are being experienced by employees at work. [25]

1. Discuss the six elements of job evaluation. Illustrate with practical examples. [25]

2. (a) Highlight the factors that an organisation must consider when establishing a fringe benefits programme. [10]
(b) Explain the issues that an employer should take into account when designing a pay structure. [15]

3. Discuss the problems associated with job evaluation. [25]

4. Examine five areas of reward management which should be considered when designing a compensation package that gives intrinsic motivation. [25]

1. Distinguish the positive approach to disciplinary action from the negative approach. [25]

2. The General Manager is aware that you are enrolled with the Institute of People Management of Zimbabwe and requests you to explain four fundamental rights of employees that you recommend the organisation should uphold without fail. Prepare a write up for her. [25]

3. 'Unions still have a role to play in employment relations in Zimbabwe.' Discuss using four factors of your choice. [25]

4. Examine four general characteristic of the pluralist ideology to employment relations. [25]

MANAGEMENT OF TRAINING*Module 6*

- 1.** Justify the essence of human resources development/training in your organisation. **[25]**

- 2.** Examine the major steps considered before generating training records. **[25]**

- 3.** Outline the core training/learning areas in your organisation. **[25]**

- 4.** Evaluate the Human Resources Development options used in your organisation. **[25]**

TRAINING TECHNIQUES

Module 7

- 1.** Write notes on the various types of tests that can be administered. Discuss the merits and demerits of each of them. **[25]**

- 2.** As the HR Director, you are required to prepare a paper which you will present at a Strategic Planning Workshop on Training Methods and Training Techniques. Explain what you will cover. **[25]**

- 3.** There are several interested parties, who will derive benefits from training interventions. Outline the benefits to each of them. **[25]**

- 4.** Training costs are an investment. Comment on this statement and support your opinion with practical examples. **[25]**

MANAGEMENT DEVELOPMENT *Module 8*

1. Discuss the use of references and recommendations as an assessment technique in management development. [25]

2. Assess the extent to which employees in your organisation benefit from management development [25]

3. Examine Hamblin's five criteria for evaluation and relate them to your organisation. [25]

4. Discuss the factors that determine the choice of training methods in your organisation. [25]

HUMAN CAPITAL PLANNING *Module 10*

- 1.** Review the Zimbabwe Labour Relations (HIV and AIDS) Regulations (1998) on matters regarding the testing of employees for their HIV status. **[25]**

- 2.** Generate conditions that lead to the successful implementation of workforce plans in any organisation. **[25]**

- 3.** Formulate the challenges likely to be experienced by organisations that practice strategic planning. **[25]**

- 4.** Discuss the importance of goals for the strategic planning process of any organisation. **[25]**

EMPLOYMENT LAW *Module 11*

- 1.** Analyse the objectives of a code of conduct giving examples from the Zimbabwean scenario. **[25]**

- 2.** Explain the following terms commonly used in labour circles:-

 - (a) Unitarism **[5]**
 - (b) Pluralism **[5]**
 - (c) Feminist **[5]**
 - (d) Trade Union **[5]**
 - (e) Common Law **[5]**

- 3.** Generate any five methods you can use to settle individuals of collective disputes arising at the workplace in terms of the Act, citing some examples. **[25]**

- 4.**

 - (a) Defend the purpose of the Labour Law in Zimbabwe. **[10]**
 - (b) Identify and explain the legal duties of the Retrenchment Board and the Minister in the termination of employees' contracts through redundancy. **[15]**

1. Discuss the various ways by which a contract may be breached and explain fully the various remedies for breach of contract. Cite relevant case authorities. [25]

2. Any law of country should be premised on certain principles. Discuss the principles of any good law and detail how far these principles are applicable in the Zimbabwean legal system. [25]

3. Give a detailed account of the powers and jurisdiction of the following Courts in Zimbabwe:-
 - (a) Supreme Court [6]
 - (b) High Court [6]
 - (c) Magistrates Court Civil Law [6]
 - (d) Are these courts fully executing their mandate? [7]

4. Distinguish between Public Law and Private Law. [25]

MANAGEMENT OF INFORMATION SYSTEMS *Module 21*

1. (a) “Computer networks facilitate more efficient use of computers....” Discuss. [15]
(b) Analyse the history of technology solutions from Bespoke systems to Best of Breed systems. [10]

2. Discuss the pros and cons of implementing an ERP in your organisation. [25]

3. (a) Examine the three categories of management information that are of use to HRBP. [9]
(b) Discuss the different types of computers and their functions. [16]

4. Analyse the broad phases under which delivery projects of HR solutions are managed. [25]

FINANCIAL ACCOUNTING *Module 23*

Kangaroo Carrier bags Pic

1. KangarooPlc makes Carrier Sucks for Nursing Mothers which it sells to the wholesale traders. The following Trial Balance was extracted from the books of the company at 31 December 2011.

	\$	\$
Stocks at 1 January 2011	3 920	
Raw materials at cost	20 160	
Work in progress, at factory cost	39 200	
Finished goods (3,500 units) at factory cost	44 240	
Raw materials purchased		201 600
Sales (12 000 units)	33 600	
Manufacturing wages	15 680	
Factory rent and rates	7 336	
Factory light, heat and power	67 200	
Plant at cost		31 360
Plant depreciation at 1 January 2011		2 440
Work manager's salary	2 744	
Plant repairs	4 480	
Administration overheads	20 160	
Factory lease at cost (20 year's period)	44 800	
Amortization at 1 January 2011		5 000
Share capital		90 000
Debtors and Bank balance	52 080	
Creditors		27 440
Carriage inwards	2 240	
	357840	357840

Additional information

- (i) Plant depreciation is to be provided at 10% on cost of plant owned at the year end.
- (ii) Raw materials costing \$5 600 were in stock on 31 December 2011
- (iii) Finished goods are transferred to the warehouse as soon as they are completed. During the year under review, 10 000 units were completed and transferred to the warehouse. Work in progress at close of 2011 (at factory cost) amounted to \$25 760. There was no wastage or pilferage during 2011.

You are required to :

Prepare the Manufacturing Trading and Profit Account for the year ended 31 December 2011.

[25]

2. (a) On 1 May 2014 Taku Traders was informed that Langa, debtor owned the entity \$660 was declared insolvent. The amount must be written off as irrecoverable. The balance on the debtors control account on 30 April 2014 was \$18 000.
- (b) On 30 June 2014 the end of financial year of Mbada Traders, outstanding debtors amounted to \$20 000.
The financial manager determined that the allowance for credit losses account should amount to \$800 at 30 June 2014.
- (c) On 30 June 2014 the outstanding debtors of Mbada Traders (follows on questions b) amounted to \$30 000. (Credit losses already written off during the year amounted to \$730). The financial manager determined that the allowances for credit account should amount to \$1 200 at 30 June 2014.

You are required to: make necessary entries of the above

[25]

3. The accounts of Machona as at 31 January 2013 are shown below:-

	2012		2013	
	\$	\$	\$	\$
Non-current assets				
Machinery at cost		600		600
Less Depreciation		<u>160</u>		<u>200</u>
		440		400
Investments	-			200
Current assets				
Inventory	320		380	
Payables	440		220	
Cash	<u>-</u>		<u>20</u>	
		<u>760</u>		<u>620</u>
		<u>1 200</u>		<u>1 220</u>
Equity & reserves				
Ordinary shares \$1	600		600	
Share premium	100		100	
Income statement	<u>60</u>		<u>80</u>	
	760		780	
Non-current liabilities				
Loans	-		120	

Current liabilities

Receivables	400	320
overdraft	40	-
	<u>440</u>	<u>320</u>
	<u>1 220</u>	<u>1 220</u>

There were no purchases or disposals of non-current assets during the year.

You are required to:

Prepare the Cash Flow Statement for Machona for the year ended 31 January 2013. [25]

4. (a) Discuss the purpose of bank reconciliation statement and the need of entries in the cash book when reconciling. [10]
- (a) Examine the purpose of control accounts in the books of accounts. [15]

INDUSTRIAL PSYCHOLOGY *Module 24*

1. Comment on the applicability of Personnel Psychology in Zimbabwe today. [25]

2. Explain with practical examples, the ten dimensions of Organisational Climate according to Hart and Cotton (2003) [25]

3. Examine : (a) Campbell's performance model with clear illustrations and [12]
(b) Vroom's Expectancy model of motivation with practical examples. [13]

4. Explain very briefly each of the five terms with practical examples:-
 - (a) Herzberg's Hygiene Factor [5]
 - (b) Edgar Schein's Cultural Theory [5]
 - (c) The Person Approach to the occurrence of human error [5]
 - (d) Cognitive Symptoms of Stress [5]
 - (e) Any five benefits of diversity in organisations [5]

PUBLIC RELATIONS *Module 25*

1. Examine how the process of evaluation reflects its critical role in Public Relations. [25]

2. Illustrate the Transactional Model of communication and explain its applicability to both the internal and external publics. [25]

3. (a) Identify and briefly explain at least five areas of concern when engaging budget justification. [20]
(b) Define organisational culture. [5]

4. (a) Explain the critical activities involved when designing effective communication as part of Public Relations Planning. [5]
(b) Define the concept of 'image' and then explain the different kinds of images that an organisation can have as a result of their experience or knowledge of an organisation's product. [20]

LABOUR ECONOMICS *Module 26*

1. Examine the determinants of worker mobility in Zimbabwe. [25]

2. Discuss the labour market effects of imposing a minimum wage. [25]

3. Analyse critically the Rubinstein's Bargaining Theory. [25]

4. Discuss the key assumptions on which the Marginal Revenue Productivity Theory is based on. [25]