

INSTITUTE OF PEOPLE MANAGEMENT OF ZIMBABWE



ASSIGNMENT BOOKLET

HIGHER DIPLOMA SUBJECTS

OCTOBER 2017

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

Assignment Submission Deadline for students writing October 2017 Exams is Tuesday 25 July 2017.

*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) Is productivity the same as production? Discuss. [10]
(b) Explain the implication of productivity as an open system? [10]
(c) Explain the term efficiency as it relates to productivity. [5]

2. Discuss fully some of the reasons why there is low productivity in Zimbabwe. From your experience and knowledge of productivity, suggest ways which can be applied by organisations to attain higher productivity? [25]

3. (a) Distinguish with the use of examples, the difference between single factor and multifactor productivity. [15]
(b) Define service productivity with specific examples of Zimbabwean companies. [5]
(c) Justify your understanding of the term performance planning. [5]

4. Explain fully why 360 degree appraisal may be considered as more favourable than other appraisal systems. Are there any shortfalls that are associated with the system? [25]

- 1.** How applicable is McClelland's Acquired Needs Theory. Support your answer. **[25]**

- 2.** Discuss the impact of globalization on Zimbabwean industries. **[25]**

- 3.** Explain the different levels of Strategy, giving examples where applicable. **[25]**

- 4.** Examine the applicability of Vroom's Expectancy Theory of Motivation to an organisation of your choice. **[25]**

- 1.** You are preparing for a supervisor workshop on employee performance; write brief notes on self-motivating methods that can be used to produce higher employee standards of performance. **[25]**

- 2.** Discuss those principles formulated by Dr. John Maxwell, which help supervision to connect effectively with their subordinates. **[25]**

- 3.** Recommend suitable design characteristics that can be incorporated into the job of the HR Manager **[25]**

- 4.** Prepare a brief to be presented to the managers covering what they need to consider in planning for staff motivation. **[25]**

ORGANISATION DEVELOPMENT *Module 15*

- 1.** With reference to your organisation, explain the ways in which organisation climate stimulates productivity and growth. **[25]**

- 2.** As an HR consultant yourself, explain why you are reluctant to engage the services of an OD consultant who comes into the organisation as an expert. **[25]**

- 3.** Produce guidelines that can be used to examine your organisation's state of awareness for the need for change. **[25]**

- 4.** Discuss the intervention relationships that are used by OD consultants to bring about organisational effectiveness, highlighting their impact. **[25]**

1. Come up with a research problem (1 line) background of the study (1 page), problem statement (3 – 4 lines) and 4 sub-problems or research objectives in your area of specialisation. [25]

2. With practical examples, explain the four types of measurement scale in data collection. [25]

3. Explain the relevance of:-
 - (a) Range [5]
 - (b) Quartile deviation [5]
 - (c) Inferential statistics [5]
 - (d) Hypothesis [5]
 - (e) Quota sampling technique [5]

4. Discuss any two research instruments with practical examples of data and population that can be used. [25]

FINANCIAL MANAGEMENT *Module 17*

1. Forever Company issues a perpetual bond with a face value of \$1 000 and coupon rate of 6% per annum payable annually. If the price of the bond is set at \$750, what is the yield of this bond? Show all your calculations. [25]

2. Mozowe Enterprises has 1 million shares issued. It has an EPS figure of \$0.10. The company is planning a new investment project which is expected to raise profits after tax by \$100 000. This project will be financed by an issue of additional 250 000 shares. What will be the new EPS after the project is completed. Show all your calculations. [25]

3. United Airlines paid a dividend of \$3,50 per share last year. The dividend growth rate of the company is 10% per year and the required rate of return on the stock is 15% per annum. What is the current share price of United Airlines? Show all your calculations. [25]

4. Explain, compare, contrast and discuss any two methods of comparing the attractiveness of competing investment projects that you are familiar with. [25]

MARKETING MANAGEMENT *Module 18*

1. “There are ways in which marketing channel members can gain control to enhance their positions.”
Discuss five sources of power that marketing channel members can use to enhance their position in the market. [25]

2. Elaborate on the five tools used by managers to analyse the annual plan control. [25]

3. ‘Roger’s Model identifies the various types of individuals and the rate at which they will be likely to purchase new products’.
 - (i) Outline the characteristics of the individuals in the Diffusion of Innovation Model by Rogers. [15]
 - (ii) Explain the factors that influences the speed at which products are adopted. [10]

4. Examine the external factors that affect a marketer’s setting price of a product. [25]

Read the following article and answer the questions which follow:

The Trump administration has proposed slashing the rate of corporation tax with the aim of spurring economic growth, the Treasury Secretary said.

Steven Mnuchin unveiled President Trump's blueprint, which aims to cut the business tax rate from 25% to 15%.

Economists say the policy would add trillions of dollars to the deficit over the next decade.

But Mr. Mnuchin said the tax plan would pay for itself "through growth, through deductions and closing loopholes".

Secretary Mnuchin, joined White House chief economic advisor Gary Cohn on Wednesday to announce the tax proposal, which he billed as "the biggest tax cut" in history, but it is unclear whether that will really prove to be the case.

Advertisement

Devil's in the detail – Analysis by Anthony Zurcher, BBC News

During his presidential campaign, Donald Trump released a tax plan that was fairly traditional by Republican standards and fairly light on details.

Now the Trump administration has released a new, different tax plan. It is also fairly traditional by Republican standards and equally vague.

The White House wants taxes to go down, but for whom? And how will it be paid for?

"We will let you know the details at the appropriate moment," Trump economic advisor Gary Cohn said during the unveiling of the one-page, bullet-pointed outline.

Political devils love to hide in such details

What seems certain is that, like the recent healthcare debate, the forthcoming tax battle will set Republicans at each other throats.

While conservatives traditionally have never met a tax cut they didn't like, many in Congress have taken strong positions in recent years against adding to the budget deficit.

Mr. Trump's proposals will surely balloon the deficit unless they are offset elsewhere, which will take more than the promised economic growth and loophole closing.

Once again, the heavy lifting on policy is left to Congress. The end result may not look at all like today's plan – and, like healthcare, it may prove difficult to pass.

The Republican president's plan will act as a guide for Congress as they try to pass a tax reform bill in the months ahead.

It could face resistance from fiscal hawks within his own party.

Democrats are highlighting the fact that Mr. Trump's own tax liability from his business would shrink under his blueprint, saving him millions.

Democratic Party chairman Tom Perez renewed a call from Mr. Trump to release his tax returns to better understand how much he would gain from the plan.

“We must know how much Trump would personally financially benefit from his own proposal,” he said.

Also mentioned in the president's broad outline:

- Some sort of repatriation tax, giving big companies an incentive to bring back money they hold overseas.
- Tax breaks for childcare expenses
- Doubling the amount of standard tax deduction
- A cut in individual rates, although few details expected yet
- More tax rate cuts for hedge funds, and other enterprises that pay taxes at individual rates
- Eliminate seven existing tax brackets and replace them with three brackets at rates of 10%, 25% and 35%

What will Trump's tax plan actually do?

Mr. Trump's blueprint is not expected to include any proposals for raising new revenue.

The much-discussed border tax that would put a tariff on imports - favoured by House Speaker Paul Ryan - will not be in the plan.

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Media caption Donald Trump: First 100 days in 100 of his own words

And nor will Mr. Trump's \$1 tn (£779bn) infrastructure improvement plan feature.

The White House is also working to include an expanded child and development care credit, for which Mr. Trump's daughter, Ivanka, has advocated.

Democrats are not expected to back a plan which adds to the national debt. That means Republicans, who control the House and the Senate, may be forced to work under budget procedure which allows them to proceed without them.

President Trump would like to see Congress pass tax reform by the middle of autumn, says the White House.

Republican lawmaker Kevin Brady, who heads the House Ways and Means Committee and co-chairs Congress tax-writing panels, praised the broad tax outline.

“I think the bolder the better in tax reform,” he said. “I’m excited that the president is going for a very ambitious plan.”

Image copyright Reuters Image caption Mr.Mnuchin (R) and Mr. Cohn (L) want to approve the plan “as fast as we can.”

Senator Orrin Hatch, a Utah Republican, questioned whether lowering tax rates for small businesses, known as S corporations or “pass through” businesses was beneficial.

Though “pass through” entities are typically small businesses, parts of Mr. Trump’s own real estate conglomerate also qualify, giving Democrats more ammunition in opposing the plan.

Democrats have also criticised Mr.Mnuchin’s claim that economic growth would create enough new tax revenue to cover the corporate tax cuts.

Democratic Senator Sherrod Brown called the 15% rate workable only “if you want to blow a hole in the federal budget and cut a whole lot of things like Meals and Wheels and Lake Erie restoration and then lie about the growth rate of the economy.”

California Democrat Ted Lieu described the proposal as “mathematically impossible”.

1. (a) Explain and demonstrate how the proposed tax cuts “will add trillions of dollars to the deficit over the next decade.” [8]
- (b) Critically assess the Treasury Secretary’s statement “.... The tax plan will pay itself with economic growth” [10]
- (c) Critics say the tax plan is pro-business and anti-people. Do you agree? Discuss. [7]

2. Evaluate the policies which the Zimbabwe Government can adopt to increase the rate of economic growth. [25]

3. Discuss the circumstances in which monopolies are justified and the measures that need to be taken to effectively regulate monopolies. [25]
4. “Demand side policies can be effectively used to reduce unemployment.” Discuss. [25]

1. According to Pierce II and Robinson (2003:6) Strategic Management is “The set of decisions and actions resulting in formulation and implementation of strategies designed to achieve the objectives of an organisation”. Discuss. [25]

2. Evaluate the effectiveness of the Grand Strategy Matrix as a strategy formulation tool. [25]

3. Analyse the importance of the GE Nine Cell planning grid to business organisations. [25]

4. “An organisation with a comprehensive mission statement tends to perform better.” Discuss this assertion with reference to an organisation of your own choice. [25]

LEADERSHIP, CORPORATE GOVERNANCE & ETHICS *Module 28*

1. In your view, what gives rise to problems of unethical conduct in sports today? Use the following examples in your answer:-
 - (a) Asia gate
 - (b) Age cheating
 - (c) Doping

[25]

2. Why do some boards of directors perform badly? With reference to any two parastatals, discuss the possible interventions that can help in improving board performance.

[25]

3. With reference to the seven concepts that form the pillars of best practice in corporate governance, discuss why even financial organisations have been found wanting. Use the case of the Renaissance Bank in this discussion.

[25]

4. Discuss the role and effect of shareholder activism on ZINARA and Hwange Colliery Company.

[25]

1. A random sample of 5 wooden tables was selected from a large production run. The lengths of the tables, in metres were found to be,
 1.25 1.30 1.32 1.26 1.21

Required to obtain:

- (a) The mean length of the 5 tables selected (i.e. sample mean) [5]
 - (b) The standard deviation of length of the 5 tables selected (i.e. standard deviation of the sample). [7]
 - (c) The mean length of all tables in the production run. [6]
 - (d) The standard deviation of length of all tables in the production run. [7]
2. The following tables shows the prices and quantities of 4 products in 2015 and 2016

	Prices		Quantities	
	2015	2016	2015	2016
A	95	148	260	245
B	200	305	124	118
C	92	122	110	120
D	50	98	48	45

Calculate the following weighted index:-

- (a) Laspeyres Price index [3]
- (b) Laspeyres Quantity index [3]
- (c) Paasche Price index [3]
- (d) Paasche Quantity index [3]
- (e) Discuss merits and demerits of postal questionnaire [13]

3. (a) A company tenders for two contracts A and B. The probability that it will obtain contract A is $\frac{1}{3}$ and the probability that it will obtain contract B is $\frac{1}{4}$. Find the probability that the company.
- (i) Will obtain both contracts [5]
- (ii) Will obtain only one contract [5]
- (b) A company has a large number of typists. A survey shows that 30 can use a word processor, 25 are audio typists and 28 are shorthand writers. Of the typists who are shorthand writers, 3 are audio-typists and can use a word processor, 5 are audio-typists and cannot use a word processor, 9 can use a word processor but are not audio-typists, 6 of the audio typist can use a word processor but are not shorthand writers.
- (i) Represent this information on Venn diagram [5]
- (ii) How many typists were involved in the survey: [5]
- (iii) How many typists have only one skill? [5]

4. The production of each manufacturing department of your company is monitored weekly to establish productivity bonuses paid to the members of that department. 250 items have to be produced each week before a bonus will be paid. The production on one department over a forty week period is shown below:-

382	364	365	371	370	372	364	355	347
354	359	360	357	362	364	365	371	365
361	382	394	396	398	402	406	437	456
469	459	454	460	457	452	451	445	446

Required

- (a) Form a frequency distribution of five groups for the number of items produced per week. [15]
- (b) Construct the give or cumulative frequency diagram for the frequency distribution establish in (a) [10]