INSTITUTE OF PEOPLE MANAGEMENT OF ZIMBABWE

ASSIGNMENT BOOKLET

DIPLOMA SUBJECTS

OCTOBER 2016

*N.B. ALL ASSIGNMENTS SHOULD BE TYPED*
Assignment Deadline for students writing October 2016 Examinations is Tuesday 26 July, 2016.

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

In line with the New Curriculum, Assignments have been re-introduced with effect from the December 2011 Examinations.

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 1500 words** in length. Some answers should be brief where required.
- **Now it is A MUST** : Typed assignments, 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. (a) Discuss the focus of Human Resources Management as a staff function. [10]

(b) Discuss the importance of Recruitment and Selection as a specialised activity in Human Resources Management. [15]

2. (a) Suggest with some justification the key components to be included in a person specification. [15]

(b) Outline the systematic approach to training. [10]

3. Armstrong (2006) defines job evaluation as a systematic process for defining the relative worth or size of jobs within an organisation in order to establish internal relativities and provide the basis for designing an equitable grade structure, grading jobs in the structure and managing relativities. Discuss fully the relevant steps to be taken in the process of job evaluation with the practical realities that exist. [25]

4. Outline the key considerations in designing, modifying or updating a pay structure in any organisation. [25]
1. Reference Checks are critical in the recruitment selection process. Discuss. [25]

2. An interview needs thorough preparation if it is to succeed. Discuss the conscious efforts that should be taken into consideration as HR Practitioners prepare. [25]

3. Outline and explain with examples basic faults that are associated with interviewing as spelt out by research. [25]

4. Define the term Training and explain the implications of this concept for placement. [25]
SAFETY, HEALTH AND WELLNESS Module 3

1. Critically discuss the role of management and line managers in accident prevention using practical examples that you know. [25]

2. Discuss the HIV/AIDS prevention strategies that can be used by a company to reduce the spread of HIV at the workplace. [25]

3. Hazards at the workplace are classified in five ways. Briefly discuss the five ways that are used to classify hazards using practical examples from your organization. [25]

4. Discuss with use of relevant examples the impact of unhealthy employees to the individual and the organization. [25]
1. Explain any four barriers to the success of pay-for-performance. Give practical examples. [25]

2. Discuss six criteria for the choice of a job evaluation method. [25]

3. Describe any seven guiding principles for grade and pay structures. [25]

4. Identify any seven payment systems used in Zimbabwe and explain how they are administered. [25]
1. Describe fully the range of tactics that you would recommend to your employer when using ‘resolution by submission’ as a strategy for managing conflict. What tactic do you recommend most and why? [25]

2. Discuss one of the three ways for approaching employment relations, justifying its use in Zimbabwe. [25]

3. Examine any four sources of information from which a human resources manager can access information when formulating a human resources policy for an organisation in Zimbabwe. [25]

4. Describe fully two broad approaches to disciplinary action. [25]
MANAGEMENT OF TRAINING Module 6

1. Justify the need for evaluation in both profit making and non-profit making organisations. [25]

2. Discuss the benefits of Training and Learning Needs Analysis (TLNA) in your organisation. [25]

3. Analyse critically any two off the job training techniques used in your organisation. [25]

4. Recommend ways of ensuring the successful implementation of a training programme to a group of newly engaged Training Officers in your organisation. [25]
1. Explain in detail, the Evaluation Process. [25]

2. Adult learners have specific characteristics. Elaborate. [25]

3. Discuss the factors that influence the construction of tests. [25]

4. Case Studies are one of the Training Tools. Write some detailed notes for your Training Manager. [25]
MANAGEMENT DEVELOPMENT Module 8

1. Discuss the role of correspondence courses in management development in Zimbabwe. [25]

2. Examine the systematic training cycle and relate it to management development in your organisation. [25]

3. Justify the relevance of on the job training methods in your organisations. [25]

4. Assess the importance of having a management development policy in your organisation. [25]
1. Government statistics reveal a reduction in the spread of the HIV/AIDS epidemic. Evaluate the situation obtaining in your organisation highlighting its impact to your organisation and industry at large.

2. Generate conditions that are conducive for adequate and accurate workforce planning in an organisation given the economic environment obtaining in Zimbabwe.

3. Discuss how effective workforce planning influences the state of the organisation to achieve its objectives.

4. Formulate reasons why managers spend so much time and effort planning for the organisation.
EMPLOYMENT LAW Module 11

1. Discuss the role of employment law in Human Resource Management. [25]

2. Explain the statutory duties of the following under the Labour Act [Chapter 28:01] and Labour Amendment No. 5 of 2015 respectively.
   (a) Employment Councils [13]
   (b) Labour Officer [12]

3. Any employee commits a serious misconduct if he or she commits certain offences. Discuss this statement giving examples from your workplace. [25]

4. Describe the steps of the disciplinary procedure, giving relevant examples. [25]
INTRODUCTION TO LAW
Module 20

1. In relation to the legal system of Zimbabwe, describe the impact of Human Rights on statutory interpretation and the common law. Cite relevant decided case law.

2. Owden is employed as an Executive Director by Makutuya Investments (Pvt) Ltd. The company has just won a tender to construct the largest shopping mall in Eastern Heights Suburb. The project developer is a company, Judith High Rise Properties. The project, which is anticipated to take two years to complete, is worth millions of dollars. To show his company’s appreciation Owden arranges Hopewell, the manager responsible for evaluating and ultimately recommending to the board of directors the award of tenders at Judith High Rise Properties, an all-expenses paid holiday at Elephant Hills for two people.

   Required:
   In relation to governance and ethical issues relating to business, explain the law of bribery in Zimbabwe and the offences which have been committed by both Owden and Hopewell.

3. In breach of contract cases Zimbabwean courts draw a line between material or patrimonial loss on the one hand and sentimental or emotional loss on the other hand.

   Required:
   In relation of the law of contract and citing case law, explain the general approach of the courts to the award of damages for breach of contract.

4. Susan, who was employed as an Accountant by Standards Uprisings (Pvt) Ltd, was suspended and subsequently dismissed on 1 April 2016. The reason for her dismissal was alleged disobedience to a lawful order by the employer. This arose from the fact the on 30 March 2016, she experienced serious stomach pains while at work and she wanted to visit the doctor immediately. When she sought permission from her immediate supervisor to visit the doctor, this was turned down; however, fearing for her health, she decided to visit her personal doctor nonetheless. Upon returning to the work the following day, she was given a letter of dismissal from employment.

   Required:
   In relation to employment law, discuss the prospects of reinstatement as a remedy available to Susan. Cite relevant decided case authorities.
1. (a) Explain your understanding of cloud computing. [2]
   (b) Depending on organisational needs, describe the four different types of clouds an organisation can subscribe to. [8]
   (c) State and explain any three advantages of cloud computing. [6]
   (d) List and explain the components of a computer network. [9]

2. (a) Outline the business requirements for a new IT based HR System. [15]
   (b) Explain the costs components for the HR business case to be considered to avoid the business case being thrown into the dust bin by the board. [10]

3. (a) Discuss the four broad phases to be followed in the delivery of HR projects. [16]
   (b) Identify and describe the three strategic uses of computing. [9]

4. (a) State and explain the roles within the evolved HR. [9]
   (b) Briefly explain the following:-
      (i) Bespoke Systems. [3]
      (ii) Generic Software; and [3]
      (iii) ERP Systems. [3]
   (c) List and explain any four tips for vendor demonstration. [7]
The following relates to Mamoyo Modellers’ Club, an association of people who build model boats as a hobby:

**Items on the pre-adjustment trial balance at 28 February 2012**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land and buildings (at cost)</td>
<td>$50,000</td>
</tr>
<tr>
<td>Furniture and equipment at cost</td>
<td>$10,000</td>
</tr>
<tr>
<td>Accumulated depreciation (28 February 2011)</td>
<td>$2,710</td>
</tr>
<tr>
<td>Membership fees (received)</td>
<td>$15,000</td>
</tr>
<tr>
<td>Membership fees in arrears (28 February 2011)</td>
<td>$900</td>
</tr>
<tr>
<td>Membership fees received in advance (28 February 2011)</td>
<td>$1,100</td>
</tr>
<tr>
<td>Telephone expenses</td>
<td>$450</td>
</tr>
<tr>
<td>Wages</td>
<td>$5,000</td>
</tr>
<tr>
<td>Water and electricity</td>
<td>$4,600</td>
</tr>
<tr>
<td>Maintenance of buildings</td>
<td>$1,500</td>
</tr>
<tr>
<td>Rejoice fund (28 February 2011)</td>
<td>$20,000</td>
</tr>
<tr>
<td>Current account - ZB Bank (Favourable balance)</td>
<td>$1,400</td>
</tr>
<tr>
<td>Admission fees received (to hobbies fair)</td>
<td>$6,300</td>
</tr>
<tr>
<td>Hobbies fair expenses</td>
<td>$8,200</td>
</tr>
<tr>
<td>10% Long-term loan (CBZ Bank) – (28 February 2011) (loan secured by first mortgage over land and buildings)</td>
<td>$30,000</td>
</tr>
<tr>
<td>Accumulated fund (28 February 2011)</td>
<td>$25,940</td>
</tr>
<tr>
<td>Investment (CBZ Bank)</td>
<td>$20,000</td>
</tr>
<tr>
<td>Interest income - CBZ Bank at 8% p.a.</td>
<td>$1,600</td>
</tr>
<tr>
<td>Interest expense</td>
<td>$3,000</td>
</tr>
<tr>
<td>Refreshments:</td>
<td></td>
</tr>
<tr>
<td>Inventory (28 February 2011)</td>
<td>$200</td>
</tr>
<tr>
<td>Purchases</td>
<td>$3,600</td>
</tr>
<tr>
<td>Sales</td>
<td>$6,200</td>
</tr>
</tbody>
</table>

**Additional information:**

(a) The income from the Rejoice fund may only be used for the maintenance of the buildings of the club.

(b) Membership fees:

   - In arrear at 28 February 2012 $800
   - Received in advance at 28 February 2012 $1,300

(c) Depreciation on furniture and equipment is calculated at 10% per annum on the diminished balance. The depreciation for the year ended 28 February 2012 must still be brought into account.

(d) Six new members joined the club during the year. The entrance fee of $200 per person is included in the figure for membership fees received, but should be included in the accumulated fund.

(e) Inventory of refreshments at 28 February 2012 amounted to $300
(f) The interest income (CBZ Bank) was received in respect of the Rejoice fund.
(g) The current account - ZB Bank, had an unfavourable balance of 41 350 at 28 February 2012.

You are required to prepare:
1. The Rejoice fund account in the general ledger of the club for the year ended 28 February 2012. [5]

2. The following statements of the club for the year ended 28 February 2012
   (a) Refreshments : trading statements [4]
   (b) Receipts and payments statements [8]
   (c) Income and expenditure statements [8]

2. (a) Differentiate FIFO and Weighted Average Cost Methods. [5]

   (b) The following information in respect of 30 June 2012 was obtained from the financial records of N. Utete:
      Balance on the Debtors Control Account on 31 May 2012 $19 190

      Totals for the month
      Cash Receipts Journal
      Debtors column 16 860
      Settlement discount 1 470
      Sales Journal (debtors) 19 500
      Sales returns (debtors) 4 615

      General Journal
      Credit losses written off 751
      Certain accounts with debit balances transferred from creditors ledger to debtors ledger 46
      Interest charged on overdue accounts 106
      List of individual debtors 16 230

      In the process of reconciling the balance on the debtors control account with the list of balance per debtors’ ledger, the following errors were discovered.

   (i) Sales invoice no. 101 for $2 270 which had been entered correctly in the sales journal was entered in Abel’s a/c as $2 770
   (ii) Credit note no. 52 for $30 was correctly entered in the sales returns journal but erroneously posted as a debit to the account of Brown.
(iii) A cheque for $75 received from Petty in full settlement of his account was incorrect analysed as sales in the cash receipts journal
(iv) Sales Journal was overcast by $1 000.

**You are required to:**

(a) Prepare the debtors control account as at 30 June 2012  
   [15]

(b) Reconcile the balance on the debtors control a/c  
   [10]

3. The following information relates to A Ebby balances at 30 April 2014.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rent Income</strong></td>
<td>6 600</td>
</tr>
<tr>
<td><strong>Stationery</strong></td>
<td>350</td>
</tr>
<tr>
<td><strong>Water and Electricity</strong></td>
<td>1 800</td>
</tr>
<tr>
<td><strong>Commission Income</strong></td>
<td>5 600</td>
</tr>
<tr>
<td><strong>Credit losses</strong></td>
<td>280</td>
</tr>
<tr>
<td><strong>Accumulated depreciation machinery</strong></td>
<td>30 000</td>
</tr>
<tr>
<td><strong>Debtors control</strong></td>
<td>11 150</td>
</tr>
<tr>
<td><strong>Machinery cost</strong></td>
<td>200 000</td>
</tr>
</tbody>
</table>

**Additional information:**

(a) Only 11 months’ rental was received  
(b) Stationery on hand on 30 April 2014 amounted to $50  
(c) $600 commission was received as advance  
(d) An additional amount of $150 must be written off as irrecoverable  
(e) Provision must be made for depreciation of $30 000 on machinery  
(f) April 2014’s water and electricity amount to $160 has not yet been paid.

**You are required to:**

(a) Open the above accounts in the general ledger  
   [8]

(b) Make journal entries  
   [7]

(c) Show the partial profit and loss account  
   [4]

(d) Show the necessary items in the partial statement of financial position.  
   [6]

4. Explain the effects of opening a closing inventory on financial statements.  
   [25]
INDUSTRIAL PSYCHOLOGY Module 24

1. Assess the relevance of any five research methods in collecting Personnel Psychology data with practical examples related to your work place. [25]

2. Compare and contrast Hofstede’s four dimensions of culture with Johnson’s cultural web. Justify the extent to which one of the two theories better explains what happens at your work place? [25]

3. Explain with practical examples the three leadership approaches. To what extent are the six leadership power bases applicable to your work place? [25]

4. With examples drawn from your work place, briefly explain the following terms:-

   (a) Skinner’s Operant conditional theory.
   (b) Any five behavioural systems of stress.
   (c) Systems approach to the occurrence of human error.
   (d) Campbell’s performance model.
   (e) The five types of teams that are generic in all levels of industry. [25]
1. Justify giving practical examples, the need for an organisation to engage in the costing of Public Relations activities. [25]

2. The image of an organisation deserves to be well maintained in today’s organisations. Illustrate the different forms of images that organisations should be aware of in the Zimbabwean business operations. [25]

3. Account for the Message design and execution being one of the most visible part of the public relations function. [25]

4. The practice of print media cannot be underestimated. Discuss. [25]
LABOUR ECONOMICS Module 26

1. Analyse critically the impact of migration with reference to Zimbabwe. [25]

2. Discuss the role played by trade unionism in the Zimbabwean context. [25]

3. Examine the factors that affect human capital investment with reference to your organisation. [25]

4. Explain the key factors affecting the elasticity of demand for labour. [25]