



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS.

DEPARTMENT OF ACCOUNTING FINANCE AND HUMAN CAPITAL MANAGEMENT

EXAMINATION

COURSE CODE : CHR 407
COURSE TITLE : STRATEGIC HUMAN RESOURCES MANAGEMENT
DURATION : 3 HOURS
DATE :
SPECIAL REQUIREMENTS : 11 APR 2023

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. Answer any **FOUR (4)** questions. (Level 1.1 to level 2.2)
3. Answer **QUESTION ONE (1)** and any other **THREE (3)** questions.
(Level 4.1 and 4.2)
4. Begin each question on a new page.

SECTION A – COMPULSORY

Wooldridge Farm is a well-known enterprise in the agricultural sector in the country and across the border. It is known for the production of sweet potatoes and Mangoes for export. It boasts of employing 500 workers and its management is purely women and men were down under the ladder. They believed women can perform better than men. Their strategy was to conquer the market by producing world class products. Every five years they go to Nyanga for team building and strategic planning workshop. They save a spend thousands of dollars on facilitation of these two programmes. They usually hire a well-known lady from Honolulu University in United States of America.

After the workshop they would come and implement the strategy as taught by the consultant but alas, nothing was working at all. The profits started to surge downwards. The workforce would simply take their instructions and follow whatever has been suggested by the top management. None was allowed to contribute anything on the strategy because they believed in their consultant so much that any criticism of the strategy would render you dismissed or charged of a misconduct.

The company continued to lose customers and its financial base continued to fall. However, across the road, there was another company Manyama Fruits and Verges Pvt Limited. It was very small with less than 50 employees and were making massive profits. When going for their team building exercise, they would go in teams and afford every employee an opportunity to contribute to the strategy of the game. They would hire a local consultant from Shamva University. They would learn how to drive the strategy collectively and assume the key strategic management activities identified by the consultant. The team would decide what course of action the company will take in and form a strategic vision of where the organization needs to be headed – in effect, infusing the organization with a sense of purpose, providing long-term direction, and establishing a clear mission to be accomplished.

Their focus was on identifying the organization's mission and strategies, but attention was also given to the resource base required to make it succeed, which is its workforce, its customers and other key stakeholders. Managers who think strategically had a broad and long-term view of where they are going. But they were also aware that they are responsible, first, for planning how

to allocate resources to opportunities that contribute to the implementation of strategy, and secondly, for managing these opportunities in ways that will add value to the results achieved by the firm. Within two years of operation, they find themselves listed in the Victoria Falls Stock Exchange and the most prestigious one, the London Stock Exchange racking in thousands of profits whilst their neighbours Wooldridge struggled and closed business and swimming in a pool of debts.

QUESTION 1

- a) Human resources can make contributions to strategy and strategic planning in a number of ways. Explain systems and strategies that can be implemented to achieve competitive advantage. (10MARKS).
- b) How important was it for the two companies to invest in intellectual capital? (10MARKS)
- c) Identify weaknesses posed in the Wooldridge strategy direction. (5MARKS)

SECTION 2 – ANSWER ANY THREE (3) QUESTIONS

QUESTION 1

What is the significance of strategic fit in an organisation? (15MARKS)

What is the best practice model and to what extent is it valid? (10MARKS)

QUESTION 2

Explain in detail the essence of strategic reward and how it benefits an organisation in its quest to achieve competitive advantage? (25MARKS)

QUESTION 3

Several human resource management practices can facilitate organizational growth. Explain in detail concepts of strategic recruitment, selection and retention. (25MARKS)

QUESTION 4

The integration of business strategy and human resource strategy and planning is particularly important for long-range planning efforts. In detail, explain the strategy formulation process. (25MARKS).

0/12 Pm.

QUESTION 5

What is the best criteria for an effective HR strategy? (25MARKS)