



**ZIMBABWE EZEKIEL GUTI UNIVERSITY**

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**FACULTY OF LAW, BUSINESS INTELLIGENCE AND  
ECONOMICS**

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**DEPARTMENT OF ECONOMICS, MARKETING, AND ENTREPRENEURSHIP  
EXAMINATION PAPER**

**MODULE CODE:** MBA611  
**MODULE TITLE:** Strategic Human Resources Management

**SPECIAL REQUIREMENTS:** None

**DURATION:** 3 Hours

**LEVEL:** 2.1

**DATE:** 29 NOV 2024

**INSTRUCTIONS TO CANDIDATES:**

1. No cell phones are allowed in the examination venue
2. Use of silent, non-programmable calculators is allowed
3. Section A is compulsory. Answer any three questions in Section B
4. The number of marks for each question or part question is shown in brackets [ ]
5. Begin each answer on a new page.
6. **DO NOT OPEN THIS PAPER UNTIL THE INVIGILATOR INSTRUCTS YOU.**

## COMPULSORY SECTION A:

### CASE STUDY

TransTech Ltd. is a mid-sized logistics company that has been operating successfully for over 25 years. The company manages the transportation and delivery of goods across Europe and Asia, serving clients in the manufacturing and retail sectors. The organization employs approximately 2,000 people, including drivers, warehouse staff, administrative personnel, and managers across multiple departments. In recent years, TransTech Ltd. has faced increasing competition from larger logistics companies that have heavily invested in automation and advanced technology. These competitors have streamlined their operations, improved delivery efficiency, and reduced operational costs. Recognizing the need to stay competitive, the executive board of TransTech Ltd. has decided to embark on a digital transformation project, aiming to implement new supply chain management software (SCM), AI-driven route optimization tools, and a cloud-based human resource management (HRM) system. However, the employees at TransTech Ltd. have expressed concerns about these changes. Many workers, especially those in non-technical roles, are anxious about job security and their ability to adapt to new technology. Senior leadership is concerned that resistance from employees could hinder the successful implementation of these digital tools, which are critical to the company's long-term success. TransTech Ltd. is organized into three primary divisions: operations (including logistics and supply chain), administration (HR, finance, legal), and customer service. Each division is affected by digital transformation in different ways, but the operations team is particularly impacted by the new SCM and AI-driven optimization tools. Many warehouse and logistics staff worry about job displacement due to automation. Administrative staff are concerned about their ability to learn and use the new cloud-based HRM system. Middle managers fear that increased reliance on AI tools will reduce their decision-making authority. The company aims to complete the full implementation of the new systems within 18 months, with key milestones every three months. The digital transformation project has a significant budget allocated for both technology acquisition and employee training. However, there is limited flexibility to extend the timeline or adjust the scope of the project.

The CEO, Sarah Mills, has tasked the HR Director, David Richards, with leading the change management process to ensure a smooth transition and to help employees adapt to the new

technology. David is aware that many employees have been with the company for years and have grown accustomed to manual processes. Resistance to change is expected, and David believes a structured approach to managing the transformation is necessary. David decides to use Kotter's 8-Step Change Model as the framework to manage the employee side of this digital transformation.

**QUESTION 1:**

As part of the HR leadership team, you have been asked to assist David in designing a comprehensive change management strategy. You are required to Apply Kotter's 8-Step Change Model to describe how HR can manage employee transitions during this significant technological change. **[40marks]**

**SECTION B:**

**QUESTION 2:**

Compare the best practice and best-fit approaches to SHRM. Which approach is more effective in a rapidly changing business environment, and why? **[20marks]**

**QUESTION 3:**

Using the VRIO (Value, Rarity, Imitability, and Organization) Framework, assess how an organization's HR practices can provide a sustained competitive advantage. Identify a company where HR capabilities have been critical to its success. **[20marks]**

**QUESTION: 4**

Discuss how the AMO (Ability, Motivation, Opportunity) framework can be used to improve employee performance. How would you apply this framework in a retail company? [20marks]

**QUESTION: 5**

How does the 7-S Framework assist in ensuring alignment between HR strategies and overall business strategies? Apply the 7-S model to any local State state-owned organization and how this may help turn around their fortunes. [20marks]