



ZIMBABWE EZEKIEL GUTI UNIVERSITY

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

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

COURSE CODE: MBA611

COURSE TITLE: Strategic Human Resources Management

SPECIAL REQUIREMENTS: None

DURATION: 3 Hours

LEVEL: 2.1

22 SEP 2025

DATE:

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 two 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:

AgriValue Foods Zimbabwe is a mid-sized agro-processing firm based in Norton. Established in 2004, the company specialises in producing cooking oil, dried vegetables, peanut butter, and other processed foods for local consumption and regional export. It employs over 300 workers and has traditionally been recognized for its family-oriented workplace culture, with a strong emphasis on long-serving employees. However, Zimbabwe's persistent economic challenges including hyperinflation, currency fluctuations, and power outages have drastically affected the company's financial position. Rising operational costs and reduced consumer demand have limited its ability to offer attractive salary packages, leading to growing employee dissatisfaction and high staff turnover. A recent internal audit revealed that over 25% of skilled production workers and junior managers had resigned in the past 18 months, many migrating to neighbouring countries for better-paying jobs. To respond to this crisis, the company's HR Director, Ms. Abigail Tsumba, initiated a strategic review of the firm's compensation system and talent management practices. AgriValue's executive team is under pressure to determine whether these SHRM interventions are sustainable and effective. They want to know whether compensation and talent management even under constrained conditions can be leveraged to improve morale, retain skilled employees, and build future leadership capacity that aligns with the company's growth ambitions.

QUESTION 1:

Critically evaluate how compensation as an SHRM strategy can be designed and implemented in economically strained organisations such as AgriValue Foods Zimbabwe.

[25 marks]

QUESTION 2:

Discuss the components of a Talent Management Framework and assess its effectiveness long-term strategic capabilities at AgriValue Foods Zimbabwe [25marks]

SECTION B: ANSWER ANY TWO QUESTIONS

QUESTION 3:

Ms. Dube, the newly appointed HR Executive at SunCrop Zimbabwe, a horticulture export company in Marondera, has been tasked with aligning HR practices with the company's five-year strategic growth plan. The plan includes expanding export volumes, adopting sustainable farming technologies, and improving workforce productivity. However, the organisation faces high seasonal labour turnover, skill shortages, and low employee engagement. Ms. Dube must now apply relevant Strategic Human Resource Management (SHRM) theories or models to develop HR systems that support long-term business objectives. Her challenge is to ensure HR becomes a proactive driver of organisational competitiveness. Identify and discuss three key SHRM approaches or models that Ms. Dube can apply in aligning HR practices with the strategic business plan. In your discussion apply the models to the case study [25marks]

QUESTION: 4

TechPro Plastics Zimbabwe, a manufacturing firm based in Ruwa, recently implemented a Human Resources Information System (HRIS) to modernise its HR operations. Previously reliant on manual processes, the company struggled with payroll errors,

delayed recruitment, and limited workforce data for strategic planning. Human Resources Information Systems (HRIS) integrates the human resources systems with information technology, providing analytical and diagnostic tools for SHRM. Discuss the role and benefits of HRIS for SHRM [25marks]

QUESTION: 5

ZimRenew Solar, a fast-growing renewable energy company in Harare, is known for its informal, innovation-driven culture that encourages flexibility, open communication, and employee autonomy. As the company scales operations to meet rising demand, the HR Director, Mr. Kudzai Mharadze, is tasked with developing structured SHRM policies for performance management, recruitment, and talent retention. However, employees fear that formal HR systems will dilute the collaborative culture that has driven success. Mr. Mharadze must now find a way to align SHRM practices with the existing organisational culture without stifling innovation or employee morale. Critically analyse the relationship between organisational culture and Strategic Human Resource Management (SHRM). [25marks]

THE END OF EXAMINATION PAPER

pm
S/1