

**BINDURA UNIVERSITY OF SCIENCE EDUCATION**

**FACULTY OF SCIENCE AND ENGINEERING**

**DEPARTMENT: SPORTS SCIENCE**

**MASTER OF SCIENCE DEGREE IN SPORTS SCIENCE**

**SM506: STRATEGIC HUMAN CAPITAL MANAGEMENT IN SPORT**

**DURATION: 3 HOURS**  
**(Plus 15 Minutes for case reading)**

**TOTAL MARKS: 100**

EF JUN 2023

**INSTRUCTIONS TO CANDIDATES**

Section A is compulsory.

EF JUN 2023

Answer three questions from Section B.

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**Section A**

**1. ZIFA BOARD SUSPENDED**

SRC said it had suspended the Zifa board over, among others, misappropriation of funds, failure to deal with issues of sexual harassment raised against some of the top officials, failure to address gender imbalances in the game and lack of a developmental plan for the game.

"SRC hereby informs the public that upon extensive consultations and further deliberations on matters relating to the governance and management of football in Zimbabwe, the SRC board has with immediate effect suspended the Zifa board in accordance with the SRC Act," part of the SRC statement read. "This decision has been considered following several incidents of gross incompetence on the part of Zifa, such conduct and/or omissions being contrary to the national interest, as provided for in terms of section 30(i)(c) of the SRC Act.

"For purposes of clarity, section 30 of the SRC Act states that: (1) Where the board considers that any registered national association (c) has conducted itself in a manner which is contrary to national interest; the board may, after affording the association concerned an opportunity of making representations in the matter, do either or both of the following: (i) suspend all or (ii) any of its officers."

Mlotshwa said the commission already had a list of individuals that it recommended to Youth, Sport, Art and Recreation minister Kirsty Coventry for the interim committee to run the affairs of ZIFA until a new board is elected. He added that the commission considered the plight of the players who worked hard to play at the Afcon showcase, but concluded that it could not delay the suspension.

"I think let us look at it this way, the decision made by the board is in the national interest. I understand that there is the individual aspect. But if we were to apply that criterion, we would never have the right time. Our collective decision was to say let us bite the bullet, let us deal with this once and for all. We needed to act, never mind the individual disappointments, that is the sacrifice that people have to make."

NewsDay: <https://www.zimeye.net/2021/11/17/zifa-board-incompetent>

**Task:**

- a. Prepare a presentation analysing the Human Resources Management issues raised in the above case, highlighting what likely went wrong. (20 marks)
- b. What would you recommend to the Sports and Recreation Commission (SRC) to ensure that such problems do not recur in ZIFA? (20 marks)

**Section B.**

2. Rewarding players is quite critical for the survival and success of a sports club.

**Task:**

Prepare a presentation on the various ways of rewarding players in sport. (20 marks)

3. Volunteers are part of the Human Resources in sport.

**Task:**

Prepare a presentation on selection, engaging and retaining of volunteers. (20 marks)

4. Talent identification is one of the critical exercises in human capital management.

**Task:**

Prepare a paper on the role of scouts and player agents in talent identification and acquisition of players. (20 marks)

5. Human Capital Management Theories have been used in the management of organisations.

**Task:**

Present on the use any of these theories in Human Capital Management in sport highlighting their strengths and weaknesses: i. Human Relations Management Theory  
ii. Organizational Lifecycle Theory      iii. Strategic Contingent Theory      iv. General Systems Theory

(20 marks)

6. Motivation of players and staff is key to the success of sport organizations.

Task:

Prepare a paper on the various ways of motivating players in a sports club. (20 marks)

**END OF PAPER**