

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

GRADUATE SCHOOL OF BUSINESS

MASTER OF BUSINESS LEADERSHIP

STRATEGIC HUMAN RESOURCE MANAGEMENT (MBL 525)

EXAMINATION PAPER

DURATION: 3 HOURS. 30 MINUTES

NOV 2023

INSTRUCTIONS AND INFORMATION TO CANDIDATES

1. Section A is compulsory and carries 40 marks.
2. Answer Question 1 from Section A and any three (3) questions from Section B.
3. The paper carries six questions.
4. All questions in Section B carry equal marks of 20 each.
5. The use of cell phones is not allowed in the examination.

How well do you want me to deliver these?

The more traditional job description normally only describes activities. One of the major benefits of job profiles using performance management technology is that they not only list what the incumbent delivers, but also what standard of delivery will be regarded as acceptable by the customer for whom each deliverable is being produced.

A recruitment officer might negotiate the following standards for the deliverable called advertisements:

Advertisements must:

- comply with the company's advertising standards,
- always show the name and contact details of the company's contact person at the foot of the advert,
- state the name of the position being advertised in bold lettering, etc.

When reviewing performance with the recruitment officer, his or her manager would look specifically at these standards to see whether the person's performance measures up against what he or she agreed to deliver at the time of negotiating his or her job profile.

Who are my customers-for whom am I producing these deliverables?

Another shortcoming of many traditional job descriptions is that they fail to take into account who the customers of the job are. Where a specific customer is not the primary focus performance, delivery often gets muddled in a tangle of internal bureaucracy.

Performance management systems seek to focus results on the needs and wants of specific customers and therefore focus the performer's attention on delivery from the customer's point of view.

Staying with our example of a recruitment officer, an example of his or her customers might be;

- line managers or
- Applicants.

What constraints or special circumstances in my job sphere will influence my performance and the results I am expected to achieve?

In order to understand the effect of both the micro and macro environments within which performance has to take place, it is essential for any factors influencing performance to be taken into account when negotiating and agreeing a performance management contract. These must be explicitly stated in the person's job profile (performance management document/job description) and the person's agreed deliverables need to take these constraints/factors into account particularly in the standards of delivery negotiated for each of the deliverables.

So, for example, using a recruitment officer's job again, the answers to the above question which might be recorded in the job profile could be:-

- retrenchments and redeployment,
- downsizing of company,
- labor/employment legislation,
- technology requirements, etc.

What do you want me to do?

Most people want to know what it is they are expected to deliver as a result of their work in an organization. What are the specific components of the job I am expected to deliver or produce?

Different performance management systems call these by different names such as outputs, imperatives, goals or deliverables. Our recruitment officer could have among his or her deliverables:

- Advertisements,
- candidate resource pool,
- competency assessments,
- Interviews, etc.

SECTION A: [COMPULSORY]

QUESTION 1

CASE STUDY: PERFORMANCE MANAGEMENT FOR RESULTS

Tasks that look at what the organization can profitably achieve and how to do this with the most efficient and effective use of scarce resources. Relationship looks at creating and maintaining the environment within which the purpose (task) of the organization can be realized. A manager who pays careful attention to both of these is a manager who enables performance to translate into results.

Strip everything else away from management but the absolute bare essentials and what you will have left is a focus on task and a focus on relationship.

Performance management is a means by which managers can facilitate both task and relationship to achieve the purpose of the organization. It's a system that puts the emphasis performance where it belongs with the individual performer. It becomes a buy-and-sell agreement between management and individual company members that is constantly under review as the requirements of the business and its customers change and develop. The following questions form the core of what most performance management systems today address,

Why am I here?

Most people today are no longer content, merely to 'do a job' without understanding its context, we want what we do to have meaning and purpose. We want to know how what we do fits into the bigger picture of the organization's purpose and context. To help the individual performers define the purpose of their jobs is a prime function of an effective performance management system. An example of a purpose statement (one which answers the question why am I here) for an organization's recruitment officer could be "To ensure that the XYZ company complies with labor and development equity legislation in the recruitment, selection and placement of its staff."

QUESTION 3

Explore the effect of effective HRM policies in organizations you are familiar with, giving relevant examples. [20 marks]

QUESTION 4

Examine the suitable engagement strategies for an organization you are familiar with under the current situation in Zimbabwe. [20 marks]

QUESTION 5

Discuss with examples how you would link the HRM strategies to the Organization's Vision. [20 marks]

QUESTION 6.

Explore the employment relationship separation processes in line with the Labour Act (Chapter 28:01). [20 marks]

END OF EXAMINATION QUESTION PAPER

customer satisfaction but also towards the bottom-line profitability of the organization we work for. It's about tapping into the true (and often untapped) potential that exists among the human resources of the organization and using this to the good of the customers as well as the organization. Where competence exists in an organization, performance management gets the best from it. Where it doesn't exist, performance management helps to develop it. Performance management helps everyone in the organization share responsibility for the delivery of superior results- results that show clearly in the bottom-line. Performance is a people issue that, in turn, ensures that the rest of the Organizational issues become profitable. Ignore your people assets and you will assure mediocrity in all your other efforts.

Source; Dave Reid, Management News, Zimbabwe Institute of Management and Institute of Administration and Commerce Journal (Nov, 2010)

Required:

- a) In your own words define 'performance management'. (10 marks)
- b) What are the attributes of a good Performance management system? (10 marks)
- c) Explain the major issues that are necessary in order to implement a good performance management system successfully. (10 marks)
- d) Explain the concept of 360 degrees performance measurement system. (10 marks)

[Total 40 marks]

SECTION B: Answer any three (3) questions from this section.

QUESTION 2

Discuss the Human Resource Management model of your choice, outlining the scope and processes of Human Resource Management. (20 marks)

and bottomline profitability and it therefore also gives managers the basis on which to give recognition to outstanding performers.

Managing performance leads to improved results which, in turn, deliver better profitability for the company and meaningful recognition for the people who deliver superior results through their performance. The best (and only!) way to assess performance is to review it. Every effective performance management system has at its heart a simple process by which each person's outputs are regularly reviewed and documented- both formally and informally. And the use of the incumbent's negotiated job profile as the basis for this review. Ongoing performance discussions characterize a high performing company- and these tend to extend beyond the manager- subordinate relationship to embrace peers and customers as well (these reviews are known by the term 360 degree feedback).

Documentation of formal reviews should ideally take place every six months. They are necessary not only in terms of the performance management process itself, but also in terms of labor legislation especially where disciplinary action might in future be taken against an employee based on his or her performance (or lack of it). In short, measurement of performance generates results and documentation of it assists managers in making sound reward decisions based on the documented outcomes of these performance reviews.

What then is necessary in order to implement performance management successfully in an organization?

The first is a top-down commitment of the entire management team to performance management. Its 'home' should be with the management team and not the HR department. It is a line management issue. The process should be as simple as possible.

Conclusion

Basically, performance management is about the intrinsic motivation people bring with them to their work- we want to deliver the best we can, be appreciated and fairly rewarded for it, and enjoy the time we spend at our place of work. It's also about creating ongoing discussion in the workplace about how what people deliver not only contributes towards

By when do you want me to deliver this?

Part of the arrangement of superior results is to check and agree with the customer (the recipient of the deliverable) by when delivery is required. This is also recorded as part of the job profile and forms part of the performance contract.

The important issues here, however, is that delivery deadlines must be negotiated and agreed with the relevant customers in order to ratchet performance into results. The last four questions discussions discussed above could be displayed in a tabular format on a performance management document.

What competencies do I need in order to be able to do this job?

A shortcoming of many traditional job descriptions is that they fail to specify what knowledge and skill (now more recently being referred to as competencies) a competent performer in the particular job requires.

Development and training becomes scientific and focused rather than hit and miss as so often happens when training is done without taking both the person's and the job's needs into account. So, staying with the example of the recruitment officer, we could list some of the competencies he or she would require as being;

- employment and labor law,
- selection and staffing practices and processes,
- listening,
- questioning,
- observing

A sound performance management system must also provide meaningful recognition of superior performance. This is not to say that such recognition must always revolve around incentive based pay. It's also useful to recognize superior performance within the ambit of the organization's culture. Performance management is geared towards generating and highlighting superior performance that has a substantial impact on customer satisfaction