

# WOMEN'S UNIVERSITY IN AFRICA



*Addressing gender disparity and fostering equity in University Education*

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**FACULTY OF SOCIAL AND GENDER TRANSFORMATIVE SCIENCES**

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**MASTERS DEGREE IN PUBLIC ADMINISTRATION**

**MAIN PAPER**

**MPA 112: PUBLIC SECTOR HUMAN RESOURCES MANAGEMENT**

**INTAKE 3: FIRST YEAR FIRST SEMESTER**

**DATE: 2020 TIME: 2 HOURS**

## **INSTRUCTIONS TO CANDIDATES**

1. Answer **Question 1** and any other **one** question.
2. All questions carry equal marks.

## Question 1

### Read the following case;

Company **XYZ Communications**, a state-owned enterprise did not have a workers' committee until now. They now want to have one in place to represent workers with their many grievances. Mr Simbarashe the Chief Executive Officer of **XYZ Communications**, confers with Mr Sadza the Human Resources Manager over a game of golf one Friday noon and decided to appoint a six-member workers' committee made up of Jonas, the driver/ messenger as its secretary. They also appointed Sifiso the Accountant, Farirai the PA to the CEO, John the cashier, and Rudo the Engineer as committee members. The CEO and the HR Manager also agreed that Mr Mutizwa the Finance Manager becomes the sixth member and the chairperson of the workers' committee. As soon as he went back to the office, Mr Sadza emailed appointment letters to these new members notifying and congratulating them of their appointment to these esteemed positions.

### Required

- (i) Critique the suitability of each of the members mentioned in the **Case** to hold a position in the workers committee according to the Labour Act. [15]
- (ii) Critically discuss the legality of this appointment process and generally its conformity with the provisions of the Labour Act. [15]
- (iii) When are the members of the workers committee expected to be members of the Trade Union as well? [5]
- (iv) List any five functions of the workers committee in the organisation. [5]

## Question 2

Lara Morrison of Union Swiss (a skin care company) says 'a resonance of values ... makes a happy productive, mutually beneficial relationship...a shared philosophy'. Other employers have competent people with 'our correct **DNA**'.

- (i) Why would a resonance of values and a shared philosophy be so important for Union Swiss and indeed for public sector organisations? [10]
- (ii) Discuss what is meant by the term 'competent' and why companies like Union Swiss would ensure their employees possess the correct DNA at the point of recruitment. [10]

## Question 3

Locate the strategic role of human resource management in the general performance of an organisation and benefits thereof. [20]

#### **Question 4**

*'At SAP our employees impact the way Business is run, as a result we pride ourselves in recruiting talent that match our passion, creativity and commitment to success. We foster an environment where motivated and inspired people flourish and grow. Being part of SAP means being part of one of the most successful companies in the world'*

-Pfungwa Serima, former Managing Director (SAP, South Africa)

- (i) Reconciling this assertion with the Business strategy, discuss the import of this statement in the context of the emerging trends in the field of Human Resources Management. [10]
- (ii) Show how this statement attempts to project the integrated nature of HRM. [10]

#### **Question 5**

Some HR practitioners/ managers are renowned for repeatedly saying in boardrooms and management meetings and whenever they get an opportunity to speak, statements such as 'Human resource is the heart beat of the organisation'. Or, better still, 'People are our most valued assets' in justifying their roles, relevance and continued existence in the organizational structure.

- (i) What are your views with regards to these statements? Motivate your answer spelling out how HR departments must evolve to remain relevant and add value to the business [10]
- (ii) What do you think should be the contemporary role of HR in the business to justify its role in post-Covid 19 Zimbabwe going forward? [10]

**END**