

THURSDAY: 26 November 2020.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

QUESTION ONE

GIGOLO ENTERPRISES LTD. (GEL)

Gigolo Enterprises Ltd. (GEL) based in Mountain View, California is the world's most popular search engine. The company was not just known for its innovative breakthrough in the technological front, but also for its unique culture and innovative Human Resource (HR) policies. In a survey conducted by Bizna Week magazine, GEL was the most sought after company by college students, graduates, women, engineers and diverse individuals. GEL ranked 1st on the 10th annual '100 Best Companies to work for' list of Patune, a well-known international business magazine. HR function at GEL is named 'People Operations'. The function is designed to underlie the fact that it is not more oriented towards administrative function, but to build a strong employee-employer relationship. GEL HR practices clearly reveal the impressive results of the company's approach, which helps in increasing employee productivity. It has been debatable whether the 'best place to work for' culture at GEL is really meant to attract and motivate the employees or if it was designed purely with a business motive.

In a span of a decade, GEL has emerged as a technological powerhouse with two extraordinary innovations, 'search' and 'padwords', to its credit. The company attributes this enviable rise to glory to its most valued assets "the GEL employees". Since its incorporation, the company has constantly hired only the best talent in the industry, preferring creativity to work experience.

Striving to attract and retain bright and inspiring employees, GEL focussed on motivating its employees by creating a challenging yet fun-filled work environment coupled with a wide array of perks ranging from free food and a gym to employee stock options.

Additionally, to foster innovativeness, GEL has adopted the '70/20/10' work model to encourage employees to spend 20% of their work time on a project of their choice. These efforts have greatly paid off and led to GEL being named as the most sought after place to work for in two consecutive years (2018 and 2019). Questions have been raised on whether a company that has focused on small teams and individual employees interactions can cope up with the same when its' meteoric climb to success has captured the interest of many competitors. The appreciation of GEL's achievements has been accompanied by increasing apprehensions about the long term sustainability of GEL's informal and fun-filled culture. Whether GEL's success is as a result of its' much hyped work culture or vice versa, continues to be an unresolved enigma.

Required:

- Suggest three reasons why Gigolo Enterprises Ltd. (GEL) refers to its employees as the most valuable asset. (6 marks)
 - Identify six non-financial rewards that GEL and other organisations could use to motivate their employees. (6 marks)
 - Explain five reasons why GEL has considered non-financial rewards to be an important part of their overall reward package. (10 marks)
 - Discuss six benefits that GEL is likely to enjoy as a result of hiring the best employees in the industry. (12 marks)
 - Summarise six merits of an employee empowerment programme such as GEL's 70/20/10 model, to an organisation. (6 marks)
- (Total: 40 marks)**

QUESTION TWO

- Discuss three components of an effective reward strategy. (6 marks)
 - Highlight five assumptions of MC Gregor's Theory Y. (5 marks)
 - State four demerits of teleworking. (4 marks)
- (Total: 15 marks)**

QUESTION THREE

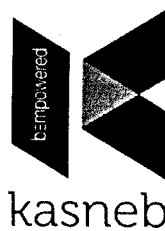
- (a) Discuss five benefits of the 360° performance appraisal system to an organisation. (10 marks)
- (b) Identify five components of a redundancy policy. (5 marks)
- (Total: 15 marks)**

QUESTION FOUR

- (a) Other than interviews, evaluate four ways of gathering data and information on a job applicant which could lead to determination of suitability of the applicant to an advertised position. (8 marks)
- (b) Highlight seven limitations of internal recruitment in an organisation. (7 marks)
- (Total: 15 marks)**

QUESTION FIVE

- (a) Discuss five options available to a trade union where management refuses to honour a collective bargaining agreement. (10 marks)
- (b) Summarise five functional capabilities of a human resource information system. (5 marks)
- (Total: 15 marks)**
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CS PART III SECTION 5

HUMAN RESOURCE MANAGEMENT

TUESDAY: 26 November 2019.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

QUESTION ONE

PRIME TIME SOLUTIONS (PTS)

Prime Time Solutions (PTS) is a medium-sized software service organisation mainly operating in the United Kingdom, Germany, Netherlands and Belgium. The company was founded in year 2013 by two technical engineers, and its headquarters is located in London. The company claims that it is defined by a brilliant and optimistic outlook, an interest in technology and the drive for knowledge.

The average age of PTS employees is 28 years with the majority of the workforce being highly educated. The organisation has a highly ambitious diverse workforce.

PTS is a technology-driven organisation with an egalitarian culture, little hierarchy and substantial employee autonomy. Teamwork and team learning are considered essential within the organisation.

Each individual employee receives a 'learning budget' of Sh.200,000 per year that can be used for seminars and college education. The employees have a lot of leeway on how to spend the amount allocated for learning. The only requirement is the specification of the learning goals which are evaluated after the course or education programme is completed. The company offers internships for students interested in software and consultancy. Post graduate students undertaking research project are funded by PTS as long as the research topic is in line with PTS business. Many employees of PTS who undertook postgraduate studies are beneficiaries of this facility. Organisational commitment of employees towards PTS as an organisation is essential and important for organisational performance.

Knowledge transfer among PTS employees is a powerful source for gaining competitive management. The organisation considers retention of the existing talent very crucial to its success. Although a lot has been put in place to motivate employees, PTS feels that retention strategies have to be clearly spelt out for the benefit of both the employees and the organisation.

Required:

- (a) Advise the management of Prime Time Solutions (PTS) on four ways of increasing employee commitment in the organisation. (8 marks)
 - (b) As a human resource manager, discuss eight retention strategies that should be implemented in PTS. (8 marks)
 - (c) Propose six key considerations for PTS which will ensure successful development of a learning and development strategy. (6 marks)
 - (d) Highlight to the PTS management ten knowledge management contributions that human resource department could make in the organisation. (10 marks)
 - (e) As a human resource consultant, draft a diversity policy for the organisation. (8 marks)
- (Total: 40 marks)

QUESTION TWO

- (a) Assess five limitations of the flexible working hours approach to work. (5 marks)
- (b) Discuss five functions of the human resource department in an organisation. (5 marks)

- (c) Performance management systems in many organisations involve a considerable amount of paperwork, writing and exchange of documents. When the administrative demands are great, both employees and managers end up spending their performance management time pushing paper rather than discussing performance issues and development hence need for automated performance management systems.

With reference to the above statement, evaluate five features of automated performance management systems.

(5 marks)

(Total: 15 marks)

QUESTION THREE

- (a) Explain five circumstances under which retraining of employees could be necessary. (5 marks)

- (b) Examine three strengths and two weaknesses of the human capital theory. (10 marks)

(Total: 15 marks)

QUESTION FOUR

- (a) Suggest five factors which could necessitate changes in the size of the workforce in an organisation. (5 marks)

- (b) Analyse five conditions which might be fulfilled for collective bargaining to be effective. (10 marks)

(Total: 15 marks)

QUESTION FIVE

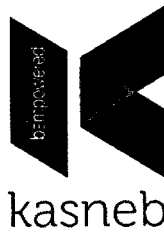
- (a) With reference to pay structures, distinguish between “broad banded” and “job family”. (4 marks)

- (b) Analyse six guidelines to be followed to enhance effectiveness of job interviews. (6 marks)

- (c) Describe five factors which could have led to increased significance of human resource management function in organisations today. (5 marks)

(Total: 15 marks)

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CS PART III SECTION 5

HUMAN RESOURCE MANAGEMENT

WEDNESDAY: 22 May 2019.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

QUESTION ONE

KIPARA LTD. (KL)

Owino Kipara set up a company to manufacture infant food in 1980. The firm currently has over 2,700 employees and operates on a global scale in the food processing industry. Recently, the company shifted its attention from food and beverages to “nutrition, health and wellness” mainly as a result of the increased obesity problems in many countries. The firm is one of the most profitable companies in the food, drink and tobacco industries. The firm’s products include baby food, coffee, dairy products, breakfast cereals, confectionery, bottled water, ice-cream and pet foods.

The firm’s objective is to manufacture and market products that create economic value and meet ecological and societal requirements. Environmental performance and potential pollution, for example reflected in waste production, are high on the agenda with a direct linkage to reputation management. The company values a good name and ensures that it is not negatively affected by news in the media. Part of the new strategy aimed at “nutrition, health and wellness” is a programme called KIP. KIP focuses on increasing efficiency through bringing its products much closer to the consumer using best practices, data standards and management standardised information systems and information technology. Another part of the new strategy is the Global KIP Business service (GKBS) programme aimed at concentrating the core business on a global scale. KIP and GKBS are the main drivers of improving growth and profitability in the company.

One of the biggest challenges faced by KL is the translation of the new strategy to people management. In other words, how the organisation could create a high performance culture among its workforce aimed at achieving the new organisational goals. In order to achieve these goals, the company applies certain human resource practices aimed at building trust among employees, stimulating integrity and honesty, nurturing respect, encouraging employee development, offering employee career opportunities, providing competitive compensation and creating safe and healthy working conditions. The human resource practices within the organisation include selective recruitment and selection with emphasis on the match between the candidate and the core values of the firm. Employee training and development is on a continuous basis, performance management including regular feedback sessions and individual goal setting linked to KIP’s individual performance-related pay linked to job performance and development and employee involvement in decision making and innovations.

The KIP programme is an important performance management tool for measuring and evaluating the outcomes of KL’s intervention including the measurement of the success of the human resource development interventions. If everything goes as planned, these human resource practices will contribute to the organisation’s goals in terms of growth and profitability through an ideal high performance culture among employees, employee trust, integrity, honesty, safety, citizen behaviour and motivation.

Required:

- (a) Advise the management of KL on how to create a high performance culture in an organisation. (10 marks)
- (b) Discuss five merits and five demerits of performance related pay at KL. (10 marks)
- (c) Suggest five ways the Human Resource Manager of KL could champion innovative culture in the organisation. (5 marks)
- (d) Highlight five steps that KL should take when designing a training programme for the expatriates. (5 marks)
- (e) Advise the management of KL on five ways of achieving consistency in performance ratings. (10 marks)

(Total: 40 marks)

QUESTION TWO

- (a) (i) With reference to reward management, explain “equity theory”. (1 mark)
- (ii) Assess four propositions of equity theory. (4 marks)
- (b) Analyse five contemporary trends in human resource management. (10 marks)

(Total: 15 marks)

QUESTION THREE

- (a) Describe five objectives of employee counselling. (5 marks)
- (b) Suggest five measures that could be taken to deal with a dead end during dispute resolution. (5 marks)
- (c) Explain five ways of instituting a coaching culture in an organisation. (5 marks)

(Total: 15 marks)

QUESTION FOUR

- (a) Discuss five drawbacks associated with job evaluations. (5 marks)
- (b) Evaluate five methods of job analysis. (10 marks)

(Total: 15 marks)

QUESTION FIVE

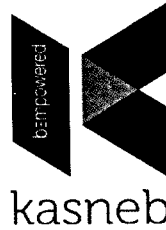
- (a) According to BF Skinner, “learning is not doing”. It is changing what we do.

With reference to the above statement and in the context of behavioural theory, examine four interventions applied at the work place as a means of behaviour modification. (8 marks)

- (b) Explain four contents of a retirement policy. (4 marks)
- (c) Describe three manifestations of an employee’s commitment to an organisation. (3 marks)

(Total: 15 marks)

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CS PART III SECTION 5

HUMAN RESOURCE MANAGEMENT

WEDNESDAY: 28 November 2018.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

QUESTION ONE

BENAZI ENTERPRISES LTD. (BEL)

Benazi Enterprises Ltd. (BEL) has over 6,000 employees of whom slightly more than 50% are women. Women employees dominate all levels of management including the board of directors. The gender balance in the workplace stems from the company's policies and values of diversity, inclusion and gender equality. The company believes in proper human resource planning and has in the past reaped a lot of benefits from it.

BEL began offering childcare support at its call centre facility in 2010 with the aim of creating a supportive environment to staff with child care responsibilities. Call centre staff play a crucial role in operations of BEL enabling the company achieve strategic business priorities.

BEL has adopted a diversified workforce philosophy in the workplace. The company has taken steps to address gender disparity in its technical department by seeking to understand the root causes of gender imbalances that lead to fewer female engineers. To address this challenge, the company has set up an e-recruitment platform where it will be able to receive applications from all over the world. In addition to the e-recruitment platform, the company established a human empowerment programme dubbed "Women in technology (WIT)" with the hope that more women will take up engineering courses. WIT involves a range of activities targeting girls and young women in schools and universities by encouraging them to pursue science, technology, engineering and maths (STEM) fields.

BEL believes that its package of human capital measures from childcare through career progression programmes will help to maintain the diverse and talented workforce the company wants to generate. At present, all staff at the company's three offices in the city can bring their children to work at any time and the staff can use the company's resource centre area, which provides books, television, electric games, pool and football. This facility is typically used by children who are young enough for the crèche without any restrictions on its use.

BEL updated its maternity leave policy in March 2015 going beyond statutory provision to offer new mothers at least 16 weeks fully paid maternity leave. Beyond the 16 weeks, mothers can extend their paid time off by adding annual leave to maternity leave. Fathers are offered the statutory two weeks paid paternity leave. The company is also operating a new programme called BEL Connect, a return-to-paid employment initiative for women who have been out of employment for between one and ten years.

BEL provides fully equipped lactation rooms for breastfeeding mothers. The lactation rooms are in a hygienic, private environment, allowing women to continue to breastfeed after returning to work.

New mothers working on shift patterns at the call centre have the option to work reduced hours for the first six months after returning to employment (known as "mother's shift", this consists of six instead of eight working hours per day or 30 instead of 40 working hours per week), while remaining on full-time pay.

BEL provides comprehensive medical insurance for staff and their families. In addition, a doctor is available on-site at the call centre. Sick children are treated at the staff clinic.

There is also a shift preference system for mothers returning to work at the call centre after maternity leave. The business aims to allocate 60% of shifts according to staff preference, with 40 per cent to be allocated according to business needs, alongside a performance-related shift allocation system for all shift work staff. Employees who meet performance targets qualify for allocation privileges that aim to take shift timing preferences into account.

BEL is exploring additional policies and practices for 2018 and beyond. For example, the company is exploring how to provide child care support to its staff beyond the city. The company is also investigating how to provide more appropriate workplace facilities for employee's older children, who are sometimes brought to the workplace, especially on weekends and during school holidays both at the call centre and in the headquarter offices.

BEL has also developed a talent management policy which will be implemented in the next financial year. The company is committed to attracting and maintaining top talent in the industry.

Required:

- (a) Analyse five benefits that could accrue to Benazi Enterprises Ltd. (BEL) from diversity, inclusion and equal opportunity policies. (5 marks)
 - (b) With reference to work-life balance programme at BEL, explain five benefits which could be derived by:
 - (i) BEL as an employer. (5 marks)
 - (ii) Employees of BEL. (5 marks)
 - (c) Argue five cases against BEL setting up an e-recruitment platform. (10 marks)
 - (d) Suggest five objectives that BEL could formulate for its human resource planning system. (5 marks)
 - (e) Discuss the process of talent management which BEL should follow to ensure effective implementation of the programme. (10 marks)
- (Total: 40 marks)**

QUESTION TWO

- (a) Discuss the application of Kirkpatrick's four level training evaluation model in organisations today. (8 marks)
 - (b) Describe four informal approaches to management development. (4 marks)
 - (c) Analyse three factors contributing to declining membership of trade unions. (3 marks)
- (Total: 15 marks)**

QUESTION THREE

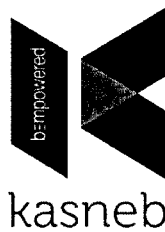
- (a) Your firm is considering introduction of a flexible (flexitime) hours scheme for all non managerial members of staff.
Analyse two disadvantages associated with such a working arrangement. (4 marks)
 - (b) Discuss five challenges faced by organisations while implementing performance based management. (5 marks)
 - (c) With reference to rater errors in performance appraisals:
 - (i) Explain the term "contrast effect". (2 marks)
 - (ii) Summarise four ways of minimising rater biases and errors. (4 marks)
- (Total: 15 marks)**

QUESTION FOUR

- (a) Senior managers are sometimes recruited through a process known as headhunting.
Argue five cases against headhunting. (5 marks)
 - (b) Evaluate five measures that need to be addressed by an organisation while using performance related pay system to reward employees. (10 marks)
- (Total: 15 marks)**

QUESTION FIVE

- (a) Discuss five strategic roles of a human resource director in ensuring achievement of the organisation's business goals. (5 marks)
 - (b) Explain three types of electronic human resource management systems. (6 marks)
 - (c) Special care is required to ensure that sufficient cause exists before dismissing an employee.
In relation to the above statement, analyse four fair grounds for dismissal of an employee. (4 marks)
- (Total: 15 marks)**
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CS PART III SECTION 5
HUMAN RESOURCE MANAGEMENT

WEDNESDAY: 23 May 2018.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

QUESTION ONE

MAZIWA DAIRY LTD. (MDL)

In 2015 Maziwa Dairy Ltd. (MDL) employed a Human Resource (HR) Director. Immediately after orientation, the HR Director realised that the human resource function had been managed in a traditional way. It was based on hierarchical order and had a poor rating in customer survey index. The HR Director recommended the need to have a culture shift and change of attitude in order to realise the full potential of the human resource function with the objective of adding value to the business and improving customer experience. The recommendations were implemented leading to restructuring and adoption of a business partner model linked to other departments in the organisation.

The Country's Dairy Authority in partnership with the labour office developed a world class human resource model and organisational development for dairy products industry in the region. The model was defined in terms of six criteria as follows; highly integrated with the overall business, proactively leading the people agenda, achieving the desired results for the business, having compelling employee propositions, getting the basics right and supporting people management.

A survey was conducted on the board and members of staff to identify what human resource function should put in place in order to achieve world class status. A benchmark survey by another dairy organisation was conducted and the survey identified the following issues for address; time to recruit, inconsistency in human resource advice and ineffective communication.

It was evident that the credibility of human resource management was based on getting the basics right. The human resource function was given the challenge of improving customer perception, providing more support for managers, improving communication and having a more effective recruitment process.

At the end of year 2017, another customer satisfaction survey was conducted and the results showed significant improvement in human resource customer perceptions on the six world class criteria. Sixty per cent of both management and members of staff rated the human resource function as better than the previous rating. People indicators across the organisation and the sales statistics also showed improvement during the same period.

Required:

- (a) Explain six aspects of internal environment which could have affected the HR policy of Maziwa Dairy Ltd. (6 marks)
- (b)
 - (i) Highlight two aspects that the HR auditor for Maziwa Dairy Ltd. would focus on during the audit. (4 marks)
 - (ii) Discuss five areas that the HR Director of Maziwa Dairy Ltd. could have covered during the benchmarking review process. (10 marks)
- (c) Analyse five benefits that the HR Director would realise by moving from traditional human resource management to strategic human resource management. (10 marks)
- (d) Identify five ways through which the HR Director could create a system for managing employees of Maziwa Dairy Ltd. and thus support the overall company strategy. (5 marks)
- (e) Explain five ways in which Maziwa Dairy Ltd. could benefit from an effective communication strategy during recruitment process. (5 marks)

(Total: 40 marks)

QUESTION TWO

- (a) Discuss five steps to be undertaken when designing an effective training programme for expatriates as suggested by Tarique and Caligiri (1995). (5 marks)
- (b) Explain four characteristics of an effective aptitude test as a tool for selection of candidates during a recruitment process. (4 marks)
- (c) With reference to the separation of employment:
- (i) Explain the term "outplacement programme". (2 marks)
- (ii) Summarise four reasons which would make an organisation to establish an outplacement programme. (4 marks)

(Total: 15 marks)

QUESTION THREE

- (a) Analyse five challenges that could be experienced in a mentoring programme at the workplace. (5 marks)
- (b) Examine four factors that could contribute to wage differentials in an organisation. (4 marks)
- (c) Examine six arguments against performance based pay. (6 marks)

(Total: 15 marks)

QUESTION FOUR

- (a) Identify five measures that an organisation might take to enforce health and safety measures at the workplace. (5 marks)
- (b) Explain five challenges that a human resource manager might encounter while implementing a voluntary retirement scheme. (5 marks)
- (c) Evaluate five benefits of implementing employee wellness programmes in the workplace. (5 marks)

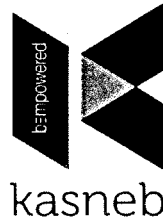
(Total: 15 marks)

QUESTION FIVE

- (a) With reference to negotiations, distinguish between "conciliation" and "mediation". (2 marks)
- (b) Discuss five factors that could undermine the usefulness of interviews. (5 marks)
- (c) Discuss five ways that managers could use to effectively manage downsizing. (5 marks)
- (d) Examine three key principles of the reinforcement theory as developed by B. F. Skinner. (3 marks)

(Total: 15 marks)

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CS PART III SECTION 5

HUMAN RESOURCE MANAGEMENT

WEDNESDAY: 29 November 2017.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

QUESTION ONE

SAFEWAYS LIMITED

Safeways Limited has employed a new human resource manager (HRM). The company has of late been facing serious human capital management challenges which in a profound way contribute to low staff productivity. The human resource manager whose contract with the company is largely based on performance is expected to ensure that the company optimally benefits from its employees skill sets. His employment contract cites various areas and standards of performance expected by the company. Some of the areas that the management of Safeways Limited has tasked the new HRM to improve on include retention of employees, training and development of employees and effective identification of promotable candidates for managerial positions.

The HRM has suggested various ways of retaining employees. Top on the list is improvement of motivation levels through enhancement of work life balance. In addition, he intends to improve the training plan of the company by involving all employees. Previously, only a few employees were selected to attend trainings leaving most of the employees demotivated. For transformational change to be achieved, the HRM will study the organisation and present a report to management on factors affecting motivation strategies and the various ways the HRM will employ to implement a motivation program in the organisation. On work life balance, the management is against annual leave encashment which will leave employees with no choice but to exhaust their number of leave days during a year. The effect of this will be to ensure employees spend quality time off work as well.

The management has thus recommended that starting this financial year, Safeways Limited will revise both casual leave and privilege leave policy by doing away with leave encashment. The HRM is expected to draft a new leave policy and ensure that employees make use of the allotted casual leave days. This will encourage employees to maintain a healthy work life balance. Encashment of leave is a trend that has been prevalent for a long time in many companies. Companies are realising how this practice results in overworked employees and how it indirectly impacts on productivity. On training, the management has tasked the HRM to develop a training policy that will ensure equitable sharing of training opportunities. The current policy allows heads of departments to dictate the type of training and content they would want the employees to be trained on. Employees under them have no role in determining what they should be trained on.

There is need for Safeways Limited to introduce a formal new employee induction programme to enhance staff retention. Safeways Limited has not had a formal induction programme and promotion policy. Most of the managerial positions are filled by unqualified personnel. Sometimes the promotions are granted on the basis of nepotism leaving out highly qualified employees. The company's intention is to engage a reputable management assessment centre where identified employees who have the potential of being promoted to senior managerial positions are enrolled. The employees will undergo 2 to 3 days simulation exercises where they will perform realistic management tasks under the observation of experts who will appraise each employee's leadership potential.

Required:

- (a) Citing five reasons, justify why Safeways Limited should promote employees work life balance. (10 marks)
- (b) Propose five benefits that would accrue to Safeways Limited from employees training and development. (10 marks)
- (c)
 - (i) Assuming that you are the new human resource manager, advise the management of Safeways Limited on five factors that could affect motivation strategies adopted by an organisation. (5 marks)
 - (ii) For each factor identified in (c) (i) above, suggest how Safeways Limited could smoothly implement a motivation program. (5 marks)

- (d) Assess five simulated tasks that identified promotable senior management candidates of Safeways Limited could undertake at the management assessment centre. (10 marks)

(Total: 40 marks)

QUESTION TWO

- (a) Examine three categories of collective bargaining issues. (6 marks)
- (b) Highlight three strategic roles played by human resource management in an organisation. (3 marks)
- (c) Explain six human resource issues which should be addressed by a recruitment policy. (6 marks)

(Total: 15 marks)

QUESTION THREE

- (a) (i) Explain the term "decrutment". (2 marks)
- (ii) Assess five decrutment options available to human resource managers. (10 marks)
- (b) Summarise three inclusions in an organisation's disability policy. (3 marks)

(Total: 15 marks)

QUESTION FOUR

- (a) Outline six steps followed in manpower planning. (6 marks)
- (b) 360 degree review is a professional feedback opportunity that enables a group of co-workers to provide feedback on an employee's performance.
- With reference to the above statement, describe five challenges likely to be faced by an organisation while implementing 360 degree feedback. (5 marks)
- (c) Discuss four categories of employee engagement. (4 marks)

(Total: 15 marks)

QUESTION FIVE

- (a) Analyse a game plan for effective management of talents in an organisation. (5 marks)
- (b) In the human resource business model, the human resource department participates in strategic planning to help the business meet present and future goals.
- With reference to the above statement, describe five roles of the human resource manager in implementation of the human resource business partnering model. (5 marks)
- (c) Propose five guidelines to be followed while carrying out employee performance appraisal. (5 marks)

(Total: 15 marks)

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CS PART III SECTION 5

HUMAN RESOURCE MANAGEMENT

WEDNESDAY: 24 May 2017.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

QUESTION ONE

SOMONI INDUSTRIES LTD. (SIL)

Charles Kato has been working for Somoni Industries Ltd. for the last three months as a human resources manager. Prior to his engagement as the human resources manager, the organisation did not have a human resources department and all matters relating to human resources were being handled by the accountant. Charles Kato was given the responsibility of establishing a proper human resources department in order to deal with issues affecting the human resource in the organisation.

Among the issues that he felt required immediate attention was the personnel records. The available records had scanty information and there was no proper filing system in place.

The other issue that needed to be addressed was remuneration of staff. There were loud murmurs on the unfairness of the remuneration amongst members of staff. After obtaining more information on the remuneration structure, Charles Kato discovered that there were glaring disparities. He felt that in order to address this problem, there was need to carry out a job evaluation aimed at determining the value of each job. This would enable Somoni Industries Ltd. to develop an appropriate remuneration structure.

In one of the briefing sessions with the Chief Executive Officer (CEO) of Somoni Industries Ltd., Charles Kato brought up the issue of union representation. Even before he could finish explaining, the employees requested to be allowed to form a trade union. The CEO in no uncertain terms said that there was no need for union representation. Although the CEO knew that it was the right of the employees to join a trade union, he was of the opinion that once employees joined a trade union, they seemed to forget that it is the employer who paid them at the end of the month and not the trade union. The CEO also noted that trade unions cause unnecessary stress to the employer by making unrealistic demands.

“Trade unions are not welcome in my organisation”, was his parting shot.

Required:

- (a) The CEO of Somoni Industries Ltd. views trade unions as powerful organisations that sometimes make unrealistic demands.
Discuss five ways through which trade unions might acquire their power. (10 marks)
- (b) Analyse five factors which might have contributed to the individual differences in remuneration at Somoni Industries Ltd. (10 marks)
- (c) Explain to the CEO of Somoni Industries Ltd. five advantages that could accrue from maintaining proper personnel records in the organisation. (10 marks)
- (d) Propose five benefits that Somoni Industries Ltd. was likely to realise from installation of a human resources management information system. (10 marks)
- (Total: 40 marks)**

QUESTION TWO

- (a) Analyse three differences between human resources and other resources in an organisation. (6 marks)
- (b) Explain four objectives of a job evaluation. (4 marks)
- (c) Discuss five limitations of using selection tests as a method of employee selection. (5 marks)
- (Total: 15 marks)**

QUESTION THREE

- (a) Explain the difference between “tacit knowledge” and “explicit knowledge” in an organisation. (4 marks)
- (b) Discuss three benefits of knowledge management. (6 marks)
- (c) Examine five advantages of exit interviews to an organisation. (5 marks)

(Total: 15 marks)

QUESTION FOUR

- (a) Identify five potential problems associated with job analysis and suggest a solution for each problem. (5 marks)
- (b) Outline four ways in which the information obtained from performance appraisal might be useful to a human resource manager. (4 marks)
- (c) Discuss six basic components of a system approach to safety in the workplace. (6 marks)

(Total: 15 marks)

QUESTION FIVE

- (a) Examine four methods that might be used to identify employee training needs in an organisation. (4 marks)
- (b) Explain five techniques that could be applied for successful negotiation of a collective bargaining agreement. (5 marks)
- (c) Assess three situations that might be considered as grounds for summary dismissal. (6 marks)

(Total: 15 marks)

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CS PART III SECTION 5

HUMAN RESOURCE MANAGEMENT

WEDNESDAY: 23 November 2016.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

QUESTION ONE

You are the Human Resource Director of ABC Enterprises Ltd. During the last two years, the organisation's profits have been on a downward trend and this has resulted in rumours through the grapevine that retrenchment might happen sooner than later.

The Chief Executive Officer (CEO) who is also the majority shareholder of the organisation has summoned you to his office to discuss the general performance of the employees of the organisation which seems to have slackened over the last few months leading to decline in profits. The CEO started the conversation by stating that there must be change immediately to address the issue. The CEO suggested that the first department to be scrapped was the Human Resource department because according to him what the department does is clerical work which could as well be handled by any other person.

In addition to getting rid of the Human Resource department, the CEO was of the view that employees were also enjoying too many welfare benefits which he felt were reducing the profits of the organisation. In order to cut costs, the CEO directed that all employees welfare benefits be scaled down.

As the Human Resource Director, your attempt to explain the importance of the Human Resource department in the organisation was ignored by the CEO. The CEO's parting shot in this one sided conversation ended with an ultimatum that "if you think the Human Resource department was important to the organisation then you only have 24 hours to prove it otherwise, the whole department would be dissolved".

Required:

- (a) Explain six ways in which the Human Resource department contributes towards the achievement of the organisational goals. (12 marks)
 - (b) Discuss six consequences that an organisation is likely to experience in case of employee separation. (12 marks)
 - (c) Evaluate four benefits of labour welfare services to an organisation. (8 marks)
 - (d) Evaluate the leadership style of the CEO of ABC Enterprises Ltd. (8 marks)
- (Total: 40 marks)**

QUESTION TWO

- (a) "High commitment management" is a modern human resource approach that aims at eliciting a commitment so that behaviour is primarily self regulated rather than controlled.

With reference to the above statement, discuss five approaches that a modern human resource manager could use to achieve high commitment by employees. (10 marks)

- (b) Describe five strategies for retaining competent high performing employees in an organisation. (5 marks)
- (Total: 15 marks)**

QUESTION THREE

- (a) Discuss five implications of globalisation to human resource management. (5 marks)
 - (b) Assess four levels of training evaluation as suggested by Kirk Patrick (1994). (8 marks)
 - (c) Distinguish between job specification and job evaluation. (2 marks)
- (Total: 15 marks)**

QUESTION FOUR

- (a) Analyse six benefits that could accrue to an organisation that trains and develops its employees. (6 marks)
- (b) Explain four actions that an employer might be ordered to take by an industrial tribunal for unfair dismissal of an employee. (4 marks)
- (c) Company ZY Ltd. is in the process of computerising the human resource department.
Discuss five challenges the company might encounter during this process. (5 marks)
- (Total: 15 marks)**

QUESTION FIVE

- (a) Evaluate three benefits and three challenges of workplace diversity. (6 marks)
- (b) Give four examples of performance measures that are used to manage and monitor performance of employees in organisations. (4 marks)
- (c) Analyse five objectives of reward management. (5 marks)
- (Total: 15 marks)**
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KASNEB

CS PART III SECTION 5

HUMAN RESOURCE MANAGEMENT

WEDNESDAY: 25 May 2016.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

QUESTION ONE

XYZ CONSULTANTS

Mr. Sharp is the Chief Executive Officer (CEO) of XYZ Consultants, a medium sized auditing firm. Currently, the firm's wage bill is the highest in the industry and at the same time, the firm is among those with excellent employee benefits. Mr. Sharp does all the managerial and administrative work in order to cut costs; thus the positions of the Human Resources Manager, Finance Manager and Sales and Marketing Manager are non-existent.

The firm has been experiencing the problem of punctuality by staff members. The employees take time off during working hours to attend to personal matters resulting in loss of working hours which has led to increased overtime claims. The situation has deteriorated over time and some clients have started withdrawing their work which has not been delivered on time.

There are no clear human resource management policies and procedures to deal with employee relations but the CEO has put in place stringent measures to deal with staff matters. In this regard, indisciplined employees are punished without according them a chance to defend themselves. XYZ Consultants has also installed an automated employee monitoring and control system.

One of the employees went to the CEO to seek permission to be leaving office early in order to pursue further studies but the CEO declined to grant the permission. Another employee who had a good reputation in the firm approached the CEO with a request to be assisted with a salary advance to settle a hospital bill, which was declined. The two affected employees resigned within a span of one week. When the CEO realised the situation was getting out of hand, he sought the services of a human resource specialist to make recommendations on the best way to handle employee issues.

After investigations, the human resource specialist discovered the following:

- There was no recognition of hard work and efficient delivery of services. All employees, regardless of their performance, were treated the same. Promotion of employees was not based on performance, rather, it was based on length of service in the firm.
- The firm lacked a staff canteen and staff took their lunch from a place that was far from the firm's offices. The lunch break was only for 30 minutes.
- Employees were placed randomly in any department with no regard to their qualifications and experience.
- The work environment was not conducive.
- Training was infrequent and was not based on a training needs analysis.

Required:

- (a) Explain eight measures that XYZ Consultants need to put in place in order to improve the work-life balance of employees of the firm. (8 marks)
- (b) Analyse five benefits that could accrue to XYZ Consultants from installing an automated employee monitoring and control system. (10 marks)
- (c) The human resource specialist recommended the introduction of a performance appraisal system for XYZ Consultants.
Discuss six ways in which a performance appraisal system could be made effective in XYZ Consultants. (12 marks)
- (d) In the context of the above case, discuss the importance of linking human resource strategies to the business strategy of an organisation. (10 marks)

(Total: 40 marks)

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Out of 2

QUESTION TWO

- (a) Business strategy is all about achieving competitive advantage.

Discuss five ways through which an organisation could use its human resources to achieve competitive advantage.

(10 marks)

- (b) As a human resource manager, illustrate five ways you could apply Vroom's expectancy theory to advance employee performance.

(5 marks)

(Total: 15 marks)

QUESTION THREE

- (a) Distinguish between "placement" and "induction".

(2 marks)

- (b) Employee resourcing in today's organisations is being affected by various factors.

Examine four of these factors.

(8 marks)

- (c) Explain the five steps to be followed in the process of succession planning.

(5 marks)

(Total: 15 marks)

QUESTION FOUR

- (a) Evaluate five measures that a human resource department could put in place to manage under-performance in an organisation.

(5 marks)

- (b) "If you want one year of prosperity, grow grain, if you want 10 years of prosperity grow trees, if you want 100 years of prosperity, grow people".

Justify this statement in line with the talent development strategy in any organisation.

(10 marks)

(Total: 15 marks)

QUESTION FIVE

- (a) "Retaining good employees is essential for an internal labour-oriented company".

Defend the above statement clearly showing the importance of retaining good employees.

(5 marks)

- (b) Discuss five advantages of collective bargaining in employee relations.

(10 marks)

(Total: 15 marks)

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CS PART III SECTION 5

HUMAN RESOURCE MANAGEMENT

WEDNESDAY: 25 November 2015.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

QUESTION ONE

BIRD HOTELS GROUP LTD. (BHGL)

Bird Hotels Group Ltd. (BHGL) owns six hotels in Kenya and recently acquired a chain of hotels headquartered in Rwanda. BHGL's chief executive decided that half of the new hotels acquired will be rebranded and the other half will be sold. This will support BHGL's strategic objective of growing the organisation slowly to ensure that the new ventures are well supported and opened on time. BHGL's hotels are considered budget accommodations; they are functional, clean and reasonably priced. The hotels are strategically situated in downtown locations that are easily accessible by mass transit.

BHGL has decided to use an ethnocentric approach by sending some of their existing Kenya-based managers to Rwanda to lead the changeover and management of the new hotels. If this new venture is successful, BHGL might decide to acquire other small hotel groups in other African countries. BHGL would like to own fifteen hotels in the next five years as part of a ten year strategic plan to own thirty hotels across Africa. This is an ambitious target, so it is important that the organisation finds an effective formula to operate successfully in other countries.

BHGL has never owned hotels outside Kenya before and has hired a team of independent management consultants to advise them on how to go global. The top management of BHGL provided the consultants with the following information during their initial meeting:

- A majority of their existing managers are keen to seize the opportunity to work outside Kenya.
- They will allow four weeks to rebrand the hotels. The new hotels must be ready to operate after rebranding.
- They expect to recruit a large number of staff for the new hotels in Rwanda because more than 70% of the employees from the acquired chain of hotels left.
- They will require their managers to be flexible and move between countries if any problems arise.

BHGL's management decided that this being their first venture outside the country, they would want to engage Kenyans to set up the new hotels and only internal candidates should be considered. However, they believe that once the hotels are operational, Rwandese managers could be hired. The management vacancies in the new hotels must be filled as soon as possible. Twelve managers intend to apply for the five new positions which means that seven managers will remain in their current duty stations. The management team acknowledges that the application letters and panel interviews will not be adequate in deciding on the best candidates. BHGL might need a more robust selection process which reflects a strong sense of fairness because they do not want to demotivate the other existing employees. They want to select the right candidates because it is essential that the new hotels are successful and running efficiently.

Required:

- Examine four disadvantages that BHGL might face in recruiting expatriate staff. (4 marks)
- Analyse five non-monetary incentives that BHGL could offer its managers to motivate them to move to Rwanda. (5 marks)
- Explain five labour laws that the human resource department of BHGL should be aware of when venturing into the new market. (5 marks)
- Discuss four benefits that could accrue to BHGL as a result of an ethnocentric approach to international staffing. (8 marks)
- Assess four on-the-job training techniques that could be used in training the new Rwandese members of staff. (8 marks)

- (f) The management team of BHGL may use a management assessment centre as a method of selection and testing in order to increase fairness in the selection process.

Evaluate five simulated exercises that could be used in the management assessment centre.

(10 marks)

(Total: 49 marks)

QUESTION TWO

- (a) Analyse four types of costs that an organisation might incur as a result of high employee turnover. (4 marks)

- (b) Virtual working is a current trend adopted by some organisations.

Explain five benefits of virtual working to the organisation.

(5 marks)

- (c) Discuss six objectives of human resource planning.

(6 marks)

(Total: 15 marks)

QUESTION THREE

- (a) Summarise five functions of a human resource information system. (5 marks)

- (b) Evaluate five benefits of maintaining good health and safety practices to an organisation.

(10 marks)

(Total: 15 marks)

QUESTION FOUR

- (a) Discuss seven limitations of performance related pay. (7 marks)

- (b) Evaluate four factors that might be considered when developing an appropriate staff appraisal system. (8 marks)

(Total: 15 marks)

QUESTION FIVE

- (a) (i) Explain the difference between "a group" and "a team". (2 marks)

- (ii) Most organisations have recently shifted their focus to team work and team building.

Evaluate seven conditions that have to be met by employees working together in order for them to be described as a team. (7 marks)

- (b) Discuss the following human resource management theories:

- (i) Herzberg two-factor theory. (3 marks)

- (ii) Equity theory. (3 marks)

(Total: 15 marks)

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CS PART III SECTION 5

HUMAN RESOURCE MANAGEMENT

PILOT PAPER

September 2015.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

QUESTION ONE

CASE STUDY: GREENE SUGAR LTD.

Greene Sugar Limited is a small sugar manufacturing company located in the western part of the country. The company was founded in 1998 by the current Chief Executive Officer (CEO), David Juhudi. He set up the company after being retrenched in one of the bigger sugar companies in Kenya. Armed with vast experience, and an entrepreneurial spirit, David used his severance pay to set up the company. He operated in leased quarters for five years until he was able to acquire his own land and put up his own structures. He brought in Peter Mambo as his chief finance officer. Mambo is an accounting expert and an old college friend, whom David could trust to handle his finances.

Today, Greene Sugar Ltd. has grown significantly and employs 500 full time workers and 100 casual workers.

So far, Greene Sugar Ltd. has not been significantly affected by the latest downturn in the sugar industry. Its market niche continues to be high quality, clean and well packaged sugar, sold at affordable prices.

Greene Sugar Ltd. remains non-union. However, three years ago, the organisation went through a difficult period of employee unrest. There were complaints of poor management, inconsistently enforced policies and unfair practices regarding job changes and movement of employees within the organisation.

To address employee concerns, Greene Sugar Ltd. responded with management training and reorganisation of lower-level supervisory positions. A companywide open-door policy was implemented, allowing employees to freely bring issues to any level of management without fear of reprisal. Things settled down but unrest never went away entirely.

Peter Mugambi has managed staffing at Greene Sugar Ltd. since the early years when the company had less than 100 employees. Mugambi runs a tight ship and manages the department with only one other recruiter and an administrative assistant, who maintains all job postings, including a telephone employment hotline and the company's jobline website. Mugambi is well respected across the organisation for his strict adherence to ensuring equity in hiring and job placement that goes well beyond equal opportunity requirements.

Mugambi recently completed an aggressive hiring drive at major universities, hiring several new management trainees. There was however a downturn in sales after the hiring, changing the atmosphere dramatically. The staffing department has known only hiring, they never had to plan for a layoff. Mugambi worries that a layoff of newly hired employees would seriously harm the company's reputation in the community and make recruiting difficult when the economy gets better.

Mugambi received a confidential email from the company's Finance Director requiring a 10% reduction in labour costs by the end of the fiscal year. He wonders if there is some way to cut labour expenses while saving as many jobs as possible. He also worries about the loss of talent and retaining the knowledge of long-time employees. He has some cost saving ideas, but it certainly will not add up to 10 percent. Mugambi feels certain that there will be a reduction in workforce. A few managers will be delighted since they have some bad apples they would want to get rid of. Mugambi wonders how he is going to ensure that the lay-offs are equitable and non-discriminatory. This is not going to be good for morale and he dreads the backlash when word gets out.

Required:

- (a) Explain three reasons why private companies like Greene Sugar Ltd. prefer to be non-union. (6 marks)
- (b) Identify four likely objectives of Greene Sugar Ltd.'s management training programs. (4 marks)

- (c) Advise Mugambi on three methods he could use to save labour costs and still save as many jobs as possible. (6 marks)
- (d) Discuss the short-term and long-term implications of downsizing. (10 marks)
- (e) Propose any four discrimination issues that may arise during downsizing. (4 marks)
- (f) Suggest five alternative methods of motivating the employees of Greene Sugar Ltd. other than management training. (10 marks)
- (Total: 40 marks)**

QUESTION TWO

- (a) Assess five prevalent challenges facing human resource management today. (5 marks)
- (b) Explain Douglas McGregor's theory of the assumptions that managers have on their workers and its relevance to human resource management. (10 marks)
- (Total: 15 marks)**

QUESTION THREE

- (a) Illustrate how a human resource manager can use a learning and development program as an employee retention strategy. (5 marks)
- (b) (i) Define the term "performance management" as used in human resource management. (2 marks)
- (ii) Indicate four challenges of performance management in public sector organisations. (8 marks)
- (Total: 15 marks)**

QUESTION FOUR

- (a) Explain how reward management values, structures and processes play a role in changing employee behaviour. (5 marks)
- (b) Evaluate the risk of carrying out a training programme of staff without undertaking a training needs assessment. (5 marks)
- (c) Some small organisations see no need of having a human resource information system in their organisations. Explain why small firms hold such positions. (5 marks)
- (Total: 15 marks)**

QUESTION FIVE

- (a) Rising cases of industrial action amongst public service employees is a sign of poor employee-employer relations. Outline five advantages of maintaining good relations with employees. (5 marks)
- (b) Explain the procedures that can be used by the public service to reduce disputes with its employees. (5 marks)
- (c) State five measures that an organisation would take to control voluntary turnover. (5 marks)
- (Total: 15 marks)**
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