

# KASNEB

## 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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