



**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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