

KASNEB

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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