



**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 decruitment 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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