



**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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