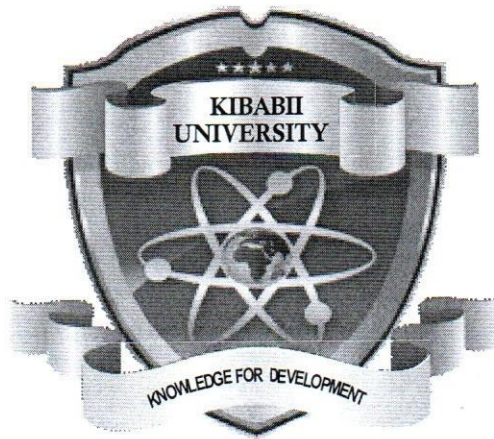


KIBABII UNIVERSITY



14

✓

UNIVERSITY MAIN EXAMINATIONS

2017/2018 ACADEMIC YEAR

FIRST YEAR SECOND SEMESTER

**FOR THE DEGREE OF MASTER OF SCIENCE IN HUMAN
RESOURCE MANAGEMENT**

COURSE CODE: HRM 806

COURSE TITLE: EMPLOYMENT PRACTICES

DATE: 7/08/2018

TIME: 9 – 11AM

INSTRUCTIONS TO CANDIDATES

- Answer question **ONE** (compulsory) and any other **THREE** questions
- Question **ONE** attracts **40 marks**
- Time allowed is **THREE** hours
- All other questions attract equal marks (**20 marks**)

QUESTION ONE

Read the attached case study and use it to answer questions that follow.

Tom Wafula, the CEO of Apex Door, has a problem. No matter how often he tells his employees how to do their jobs, they invariably “decide to do it their way”, as he puts it, and argument ensue between Wafula, the employee and employee’s supervisors. One example is the door – Design Department, where the designers are expected to work with the architects to design doors that meet the specifications. While it is not “rocket science”, as Wafula puts it, the designers invariably makes mistakes, such as designing in too much steel, a problem that can cost Apex tens of thousands of wasted dollars, once you consider the number of doors in, say, a 30-story office tower.

The Order Processing Department is another example, Wafula has a very specific and detailed way he want the order be written up, but most of the order clerks don’t understand how to actually use the Multipage Order Form. They simply improvise when it comes to a detailed question such as whether to classify the customer as “industrial” or “commercial”.

The current training process is as follows: None of the jobs has a training manual per se although several have somewhat out-of-date job descriptions. The training for new people is all on the job usually, the people leaving the company, trains the new people during one or two week overlap period, but if there is no over-lap period, the new person is trained as well as possible by other employees who have filled in occasionally on the job in the past. The training is basically the same throughout the company e.g. for mechanics, secretaries, assemblers, engineers and accounting clerks.

- a) i) What do you think of Apex’s training process **(10 marks)**
- ii) Could you explain why employees do things their way and if so why? **(10marks)**
- b) What role should job description play in training Apex? **(10marks)**
- c) Explain in details what you would do to improve the training process at Apex. Be specific **(10marks)**

QUESTION TWO

- a) In the Employment Act of 2007, a contract of service shall not be terminated on account of redundancy unless the certain conditions have been complied with. State and discuss briefly **FIVE** of these conditions **(10 marks)**

- b) The contract of employment often expressly incorporates the provisions of the staff handbook as part of the employment contract. Discuss any **FIVE** main express terms contained in this contract? **(10 marks)**

QUESTION THREE

How does the manager of an organisation handle employees of the following aspects of the nature of working environment at workplace to ensure continued employee productivity?

- i) Generational mind-sets **(5 marks)**
- ii) Flexible working times **(5 marks)**
- i) Multiple jobs **(5 marks)**
- ii) Virtual Work **(5 marks)**

QUESTION FOUR

- a) Discuss any **FOUR** cases of employment that are trending in the year 2016 **(12 marks)**
- b) Under what circumstances shall an employer terminate a contract of service of an employee? **(8 marks)**

QUESTION FIVE

- a) What are the roles of the Minister of Labour, Labour Officers and Industrial Court in relation to the discrimination in employment? **(10 marks)**
- b) Critically analyse any **FIVE** emerging workplace issues experienced in an organisation like Turbo Industrial Limited that may affect the performance of their employees **(10 marks)**

QUESTION SIX

- a) State and explain briefly the steps that an employer can take to protect Confidential Information **(10 marks)**.
- b) I. Under what circumstances may amount to gross misconduct so as to constitute justifiable or lawful grounds for the summary dismissal of an employee for lawful cause in any organization **(4 marks)**
- II. Explain the remedies available to an employee who has been unfairly dismissed **(6 marks)**