

**KIBABII UNIVERSITY**



**UNIVERSITY EXAMINATIONS  
MAIN EXAMINATION**

**2021/2022 ACADEMIC YEAR**

**FIRST YEAR FIRST SEMESTER**

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

**COURSE CODE: HRM 802**

**COURSE TITLE: EMPLOYEE RESOURCING**

**DATE: 08/06/2022      TIME: 2.00PM – 5.00PM**

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**INSTRUCTIONS TO CANDIDATES**

- ANSWER QUESTION **ONE** (COMPULSORY) AND ANY OTHER **THREE** QUESTIONS
- QUESTION **ONE** ATTRACTS **40 MARKS**
- ALL OTHER QUESTIONS ATTRACT EQUAL MARKS **20 MARKS**
- TIME ALLOWED IS **THREE** HOURS

## QUESTION ONE

Read the following case study and answer the questions that follow:

### **ER in a cross-Cultural Context: The Case of Mauritius**

Mauritius is a small island and one-time UK colony in the Indian Ocean off Southern Africa. It presents a particularly interesting case study of ER in a cross-cultural context, especially in terms of the 'transfer' of Western knowledge of ER policies and practices. It is a country with a growing industrial export sector, especially in textiles and clothing, and with a growing financial services and tourism sector. Along with the presence of Western multinationals and joint ventures, this exposes it to global influences on its management and HRM practices. In addition, though Mauritius is conventionally included with the developing countries of Southern Africa, where it is an active player in various regional political and economic groupings, its status as an upper middle income, recently industrialized country links it more closely with the newly industrialized countries of South and East Asia. This position is reinforced by its geographical position and in particular by its population mix. As an ex-colony of the Netherlands, France and latterly Britain, it retains a small but economically still important Francophone community from the 'sugar plantocracy', alongside large numbers of people drawn from Africa (Creoles) and Asia, especially India and China. These communities have recently begun to exploit their geographical, religious, family and ancestral ties to Asia to develop trading and other economic relationships, including the importation of Chinese and other workers into the textile, tourism and financial services sectors. Though the largest group is Hindu, there are substantial Muslim, Confucian, Buddhist and Christian communities, and a complex linguistic picture. In terms of management and HRM/ER practice, the civil service in Mauritius, for example, is officially committed to a merit-based, bureaucratic system, though there is a belief that ethnic-based nepotism, client-based patronage and political favouritism are pervasive. Various reports have advocated 'reform' in the management of the civil service, and task forces have been set up to evaluate such issues as performance-related pay, but it appears from a review of documentation and a series of interviews and focus groups held with civil servants at all levels that the service remains largely unreformed, and that ER as practiced is largely non-strategic, with many features that persist from the colonial era. Strategic HRM, is often seen in terms of HR policies and practices that are strategically integrated horizontally and vertically with corporate strategy, with a substantial degree of devolution of responsibility for HRM to line managers. However, in the Mauritian civil service salaries are determined primarily by the Pay Research Bureau, ER matters by the Public Service Commission, and training by the Mauritian Institute for Public Administration and Management. Line ministries, let alone line managers, have little role to play in ER. In addition, in two other areas often cited as essential to strategic ER – staffing and performance management – there is little evidence of reform. There appears to be a lack of transparency in recruitment and selection, an absence of clear criteria, and a lack of scrutiny of selection decisions. There was still the general use of annual 'confidential reports' for promotion, and the use of seniority as the basis for promotion decisions. Performance-related pay systems are also absent, and there is a feeling that ethnic and political patronage remain pervasive in all areas of ER.

- (a) There appears to be a lack of transparency in recruitment and selection, an absence of clear criteria, and a lack of scrutiny of selection decisions in the Mauritian civil service. As a HRM expert, advise on how they can have an

effective recruitment and strategy using the recruitment process model.

**(10marks)**

- (b) From a strategic HRM point of view, explain how the Mauritian civil service can link their resourcing strategy to corporate performance **(10marks)**
- (c) Explain the impact that globalization is likely to have on the Mauritian civil service. **(10marks)**
- (d) From the case, the performance management practices seem to be inefficient. Describe various ways through which this inefficiency can be corrected through recruitment and selection. **(10marks)**

### **QUESTION TWO**

- (a) The current business environment has become so turbulent that organizations must plan their human resources. Explain reasons why organizations are keener on Human resource planning. **(10 marks)**
- (b) Using the premises of the resource based view of the firm, explain the strategic approach to employee resourcing. **(10marks)**

### **QUESTION THREE**

- (a) Recruitment and selection are HR practices. Discuss these HR practices in relation to an organization of your choice. **(10 marks)**
- (b) Many organizations are faced with the problem of retaining employees. It is expensive to replace employees who leave for greener pastures or are lured away by other organizations. In this respect underscore the role that career development can play in an organisation that is experiencing high employee turnover. **(10 marks)**

### **QUESTION FOUR**

- (a) "Many of those engaged in employee resourcing concentrate on minor incremental efficiency or system changes and on the legalistic, ethical and procedural dimensions of resourcing instead of the added-value dimensions." Discuss. **(10marks)**
- (b) As a Human Resource Management Consultant you have been invited by the Training Manager of Naitiri Sugar Company Ltd to give a speech on the changing business environment. Outline the **Five** key points that will be contained in your speech. **(10 marks)**

### **QUESTION FIVE**

- (a) "Performance management is a critical exercise in organizations". Evaluate this statement. **(10 marks)**
- (b) The Chief Executive in your organization wants each director to make a short presentation as a basis for discussion on a key aspect of strategy in their area and how it will impact on organizational performance. As the director of human resources, he wants you to talk about the organizational need for a people resourcing strategy, what it involves and how it will contribute to improved performance. Explain how you will go about it. **(10 marks)**