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KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS SPECIAL/SUPPLEMENTARY EXAMINATIONS 2020/2021 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: 10/01/2022

TIME: 8.00AM – 11.00AM

INSTRUCTIONS TO CANDIDATES

- 1) Answer Question **ONE**(Compulsory) and **ANY OTHER TWO** Questions
 - 2) Candidates must hand in their answer booklets to the invigilator while in the examination room
 - 3) Credit is given for legibility, clarity and use of relevant examples
 - 4) Question **ONE** is **40 marks** while Questions **2-5** carry **20 marks** each
 - 5) Clearly write your **Registration Number** on each answer sheet used
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TIME: 3 Hours

KIBU observes ZERO tolerance to examination cheating

QUESTION ONE (COMPULSORY)

TAPTAP Company limited, a hotel management firm has recently signed a new management contract with Cherry Hotel in Nairobi. Taptap company limited were called in by Cherry Hotel board after the previous managers were sacked. The previous management was blamed for poor quality service, negligence of staff welfare and low business profits

The Human Resource manager and the finance manager appointed to manage Cherry Hotel proposed various management strategies to revamp the hotel. The finance manager highlighted the following measure;

- ✓ Cost cutting so as to ensure the hotel's survival
- ✓ Immediate debt recovery to improve liquidity
- ✓ Operational efficiency to ensure future profitability

The finance manager also believe that immediate retraining is too expensive for the hotel while appraisal of staff development programs will consume valuable production time which may kill operational efficiency and waste hotel resources.

- ✓ The human resource manager emphasized the following;
- ✓ Immediate far-reaching staff retraining
- ✓ Implementation of a detailed appraisal and staff development programs
- ✓ Direct monitoring of staff activities by managers and supervisors

- a) Explain how the human resource manager's proposals will help Cherry Hotel realize its goals [10 marks]
- b) Explain the arguments for the introduction of career paths for all the staff and a management development program [10 marks]
- c) Describe the role of HR manager in employee's career development [10 marks]
- d) As the Training and Development manager, you have been asked to organize an induction course on communication skills. Outline the key features which should be included in the training program [10 marks]

QUESTION TWO

Timua Wasi, is a Human Resource Manager of Kakida Enterprises. Recently he complained about colleagues' resistance against various proposals about the firm's human resource policy.

- a) Briefly explain the likely reasons behind this resistance [10 marks]
- b) Explain how Mr. Wasiwasi could gain the support of his colleagues for the proposal [10 marks]

QUESTION THREE

At their annual review meeting, STESH company Limited, announced their intention to decentralize the firm's operations to their branches country wide, with immediate effect.

- a) Describe the effect of such a decision from the human resource function context [10 marks]
- b) Outline the benefits that would accrue to this organization after some time [10 marks]

QUESTION FOUR

The modern organizations are characterized by a unique category of employees generally referred to as the generation 'Y', employees who don't seem to be satisfied with the routine and traditional work practices and are therefore on the move

- a) Explain any four five HR practices that you can employ to retain the generation Y employees [10 marks]
- b) After completing your course in strategic human resource management, you may not secure a top-level management position immediately, or in the near future. Briefly explain **Five** reasons why it is important that you take a course in Strategic Human Resource Management [10 marks]

QUESTION FIVE

Mwenyewe enterprises limited intends to adopt the practice of enriching all jobs in the firm in an attempt to motivate employees to perform their jobs more effectively.

- a) In what ways may the job enrichment programs lead to the changes in the structure of the organization [10 marks]
- b) Briefly explain the benefits that would accrue to an organization for implementing the job enrichment strategy [10 marks]