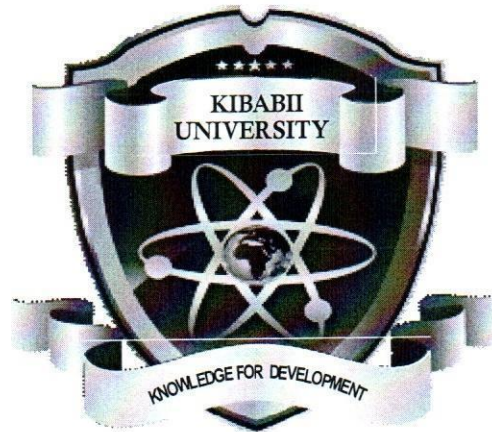


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KIBABII UNIVERSITY



**UNIVERSITY EXAMINATIONS
MAIN EXAMINATIONS**

2021/2022 ACADEMIC YEAR

SECOND YEAR SECOND SEMESTER

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

COURSE CODE: HRM 821

**COURSE TITLE: CONSULTANCY IN HUMAN
RESOURCE MANAGEMENT**

DATE: 03/02/2022 TIME: 9.00AM – 11.00AM

INSTRUCTIONS TO CANDIDATES

Answer Question ONE (compulsory) and ANY OTHER THREE questions

KIBU observes ZERO tolerance to examination cheating

This Paper Consists of 2 Printed Pages. Please Turn Over.

QUESTION ONE (COMPULSORY)

STESH Limited is a well-established retail store located in Nairobi. The company was started by Mr. Mango ten years ago as a small retail store. Mr. Mango, the proprietor of the company had a vision to see the company grow to be a leading store in the sale of children's products in Kenya. The company opened its door with only seven employees but now has branches in Nakuru, Eldoret and Kisumu, with a total number of 350 employees. The company intends to undertake Human Resource Planning and recruitment to fill vacancies in its headquarters in Nairobi and branches. To undertake this task, M/s Mbayi, the Human Resource Director of the company set objectives to:

- (i) Recruit only those who meet its minimum standards.
- (ii) Ensure a balanced workforce across gender, age and ethnic group in each branch.
- (iii) Make recruitment cost effective.

The Human Resource Director coordinates the recruitment activities centrally. Her Human Resource expertise is invaluable in setting STESH Limited policy and procedures, and her involvement would take pressure off newly appointed store managers. She recognized that store managers would need to have 'ownership' of the recruitment and selection process. They would need to take responsibility for their staff. Consequently, store managers would be heavily involved in the process. Each store's human resource structure is planned for mainly part-time workers, about to cover extended trading hours. While minimum standards of literacy and numeracy are essential, STESH Limited preference is staff with a mature outlook and good communication skills rather than experience of the product range. Furthermore, parental experience or responsibility for children is considered an advantage.

The company faces a number of recruitment challenges such as: compensation for employees; unfamiliar name in a new location: the policy not to employ second best and the pressure from the Operations Manager to hire employees by a certain date. In addition, the company has difficulties meeting its employee requirements for the branches as competition for talented labour is stiff. To counter this, the company developed a variety of innovative recruitment approaches which involves newspapers advertisements inviting candidates to telephone a hot line number which provides immediate contact with the company and encouragement to those who might not otherwise request an application form, the phone-in enabled telephone interview, the application form simplified to make its completion more convenient and acceptable to candidates and 'walk-in', where candidates were invited to call at a local hotel and meet company staff. In addition, where parents seemed likely to cancel the visit because they were unable to arrange for someone to look after the children, they were invited to bring their children with them. The STESH staff was there to provide children with appropriate care activities, while the candidate had an interview. Earlier the company used the traditional process of newspaper advertisement inviting requests for application forms, followed by an interview of those shortlisted. This was inadequate in meeting the human resource target of 60 part-time sales assistants who fully met the criteria set by STESH Limited. These supplementary recruitment methods were making life more convenient for applicants.

This was certainly not as convenient for the team of recruiters, who were required to be available to applicants during the evenings and at weekends. STESH also had to consider making its working hours more convenient for its prospective employees. Some applicants did not meet the minimum standards for skills and knowledge. This required a more intensive training program which increased the strain on the training resources.

After the resourcing challenges in Nairobi, the Human Resource Director was more relaxed about recruiting for STESH's new branches. The Human Resource Director was confident that an advertisement inviting requests for application forms would provide enough good applicants to meet the target of 60 part-time sales assistants. She also looked forward to employing a workforce that reflected the composition of the locality, including people from the ethnic minority community. The display advertisement announced the forthcoming launch of STESH new store and invited applications for positions as sales assistants. Application forms were available from the town's job centre, where staff were ready to respond to written, telephone and personal requests.

On the morning after the appearance of the advertisement, Job Centre staff arrived to find a queue outside the building. A couple of 100 had called for STESH application forms. Nairobi Headquarters received a total of 600 applications for the 60 vacancies. Over 1000 applications were eventually received. Disappointingly, only a handful appeared to be from applicants of ethnic minorities. The interest generated severe problems for the Human Resource Director. First, the task of the shortlisting for interview was huge. It became evident that few applicants could be rejected on the basis of the essential job requirements and there was often little to choose between people. The size of the task can clearly influence the quality of shortlisting decisions. A second issue related to the time effort and resources that had to be directed to the screening process. The layout of the application form, for example, slowed the process down considerably. The most relevant information ought to have been grouped together on the front page. Considerable resources had to be devoted to responding to all the applicants. The Human Resource Director accepted that it is vital to any company to initiate and retain goodwill among its potential customers. It was just as important to respond quickly and courteously to unsuccessful as well as shortlisted applicants. A company setting up a business in a new area usually has only the one chance to establish its reputation as an employer. STESH, however, will be continuing to establish its new stores in other locations. It has the opportunity to learn from and improve upon the recruitment experiences outlined above. Future strategy is to devolve responsibility for recruiting and selection to each store manager, who will benefit from the handbooks, training and advice to be provided by the small centralized Human Resource function

- a) STESH Limited has contracted your consulting firm to help it address the employee resourcing challenges. Analyze the consulting approach which your firm can adopt to address the challenges. **[10 marks]**
- b) Briefly explain the role you will play as a consultant in solving the STESH Limited challenges **[9 marks]**
- c) Assess the nature of the relationship the consulting firm and STESH Limited will develop in the course of the consulting assignment **[10 marks]**

- d) As a consultant to the company, you are required to analyze the effects of devolved responsibility for recruitment and selection to the store managers of STESH Limited. Examine Any five issues that could be contained in the report submitted by the consultant. **[5 marks]**
- e) As a consultant, it is important to be part and parcel of a professional body in your area of consultancy. Explain **[6 marks]**

QUESTION TWO

- a) Company OGM Limited has invited proposals from qualified consultants to undertake job evaluation for the company. Examine the procedure involved in the exercise **[10 marks]**
- b) Certain ethical considerations are important in human resource consultancy. Explain the ethical guidelines in consulting **[10 marks]**

QUESTION THREE

- a) Effective human resource consultancy is dependent on consultant-client relationships. Discuss the role of the client in a consulting assignment **[10 marks]**
- b) TLC Technologies Limited is a high-tech company operating in Kenya and is experiencing human resource management challenges. As a Human Resource Consultant to the company, you are required to develop a Human Resource Policy manual to address the challenges. Examine the issues which should be contained in the manual **[10 marks]**

QUESTION FOUR

- a) Company DJB Limited is considering to undertake a job evaluation exercise. Defend the need for preliminary discussion into the assignment between the consultant and the client **[10 marks]**
- b) There are five distinct categories for 'intellectual gaps' each of which constitute a reason for bringing in a consultant. Discuss **[10 marks]**

QUESTION FIVE

- a) Jolin Limited has hired you as a consultant to help it undertake a major restructuring. Examine the measures to ensure that the clients' interests are satisfied **[10 marks]**
- b) As a Human Resource consultant, you have been invited by EDAH Suppliers to undertake organizational effective assessment. Highlight any five pricing strategies that you will likely employ in your discussion with the client **[10 marks]**