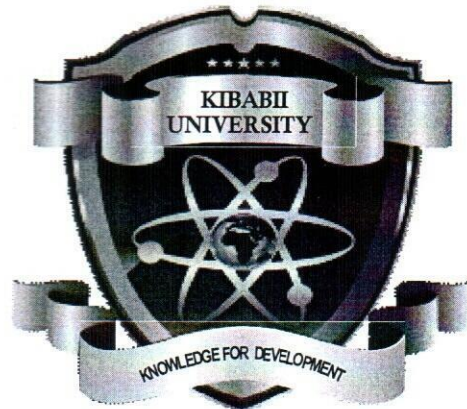


KIBABII UNIVERSITY



**UNIVERSITY EXAMINATIONS
2023/2024 ACADEMIC YEAR
FIRST YEAR SECOND SEMESTER
MAIN EXAMINATION**

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

COURSE CODE: HRM 806

COURSE TITLE: EMPLOYEE PRACTICES

DATE: 06/12/2023

TIME: 9:00AM-12.00PM

INSTRUCTION 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 **30 marks** while question 2-5 carry **20 marks each**.
- 5) Clearly write your **Registration Number** on each answer sheet used

TIME:3 Hours

KIBU observes ZERO tolerance to examination cheating

CASE STUDY: TALENT ACQUISITION AND RETENTION AT WEYETA COMPANY LIMITED

Weyeta Company Limited is a medium-sized manufacturing organization operating in a highly competitive job market. The company is facing challenges in attracting and retaining top talent, which is crucial for sustaining growth and maintaining a competitive edge. In order to address these challenges, the Company has recognized the need to review and improve its employment practices to effectively acquire and retain skilled employees. The Company operates in the manufacturing sector, which requires specialized skills and expertise to ensure efficient production processes and product quality. The organization operates in a competitive job market where skilled workers are in high demand. Other manufacturing companies, as well as companies from related industries, are actively seeking to attract the same pool of talented individuals. The Company is experiencing a shortage of skilled workers due to factors such as industry-specific skills requirements, demographic shifts, and increased competition from emerging industries. The inability to attract and retain top talent can have a significant impact on the Company's productivity, innovation, and overall performance. It can lead to increased recruitment costs, lower employee morale, and reduced operational efficiency. The Company has recognized the need to review and improve its employment practices to address talent acquisition and retention challenges. This includes evaluating recruitment strategies, compensation and benefits packages, career development opportunities, and employee engagement initiatives.

- a) Assess the talent acquisition challenges faced by Weyeta Company Limited in the highly competitive job market **(10 Marks)**.
- b) Evaluate the effect of the shortage of skilled workers on Weyeta Company Limited's manufacturing operations and overall performance **(10 Marks)**.
- c) Propose a comprehensive retention strategy that includes elements such as compensation and benefits, career development opportunities, and employee engagement initiatives **(10 Marks)**
- d) Propose strategies that the company can employ to enhance its employer brand and differentiate itself from competitors **(10 marks)**

QUESTION TWO

- a) Evaluate the advantages and disadvantages of employment-at-will from an HR management perspective. Illustrate your points with relevant examples **(10 marks)**
- b) A performance management system is a structured approach used by organizations to measure, evaluate, and improve the performance of employees. Provide examples to

illustrate how performance management system contributes to employee development and organizational success **(10 marks)**.

QUESTION THREE

- a) Provide examples to illustrate how organizations effectively use compensation and benefits packages to attract and retain top talent **(10 marks)**
- b) Analyze the potential challenges organizations may face when fostering a diverse and inclusive work environment and propose strategies for effectively managing these challenges **(10 marks)**

QUESTION FOUR

- a) Discuss the role of ethical frameworks, employee education, and transparent communication in navigating challenging situations. Use practical situations or case studies to support your proposals **(10 marks)**.
- b) Apply HR analytics to a real-life scenario in an organization to demonstrate its effectiveness in informing decision-making and improving HR practices **(10 marks)**.

QUESTION FIVE

- a) Discuss the significance of employee engagement in real-life employment scenarios and its impact on organizational success. Provide examples to illustrate how high levels of employee engagement contribute to increased productivity, improved customer satisfaction, and reduced turnover rates **(10 marks)**.
- b) Discuss the importance of HR professionals acting as ethical advocates within organizations. Provide real-life examples of HR professionals who have successfully resolved ethical dilemmas and promoted a culture of integrity and fairness in their organizations.