



STRATHMORE BUSINESS SCHOOL
BACHELOR OF SUPPLY CHAIN MANAGEMENT
END OF SEMESTER EXAMINATION
SCM 1202: HUMAN RESOURCE MANAGEMENT

Date: Monday, 19th April 2021

Time: 2 Hours

Instructions:

Answer Question Number ONE and any other TWO Questions. Question Number One is compulsory and carries 30 marks.

Question Number One (30 marks)

Mr. Jeremy is a Kenyan entrepreneur and businessman who has established a large horticultural firm with slightly over 1,000 employees. His firm exports most of the horticultural products, while the fruits are mostly meant for the domestic market. Following the Human Resource Manager's resignation, the firm intends to fill the vacant position as soon as possible. The firm has two Assistant HR Managers whose job was to assist the HR Manager in managing its employees. In the past the public, as well as internal employees, have applied for vacant positions.

On advertising for the HR Manager position, applications were received from the two Assistant HR Managers in addition to the external applicants. The external applicants have had experience in a similar position from companies elsewhere.

Required:

- a) As an HR specialist, advice why Mr. Jeremy's organisation should conduct a job Analysis exercise before recruiting for the HR Manager position. (2 Marks)

- b) Compare and contrast Job description and Job specification, both of which are products of a job analysis exercise. (4 marks)
- c) Discuss any three advantages that would accrue to the organisation should they promote one of the Assistant HR managers to the position of Human Resource Manager.. (6 Marks)
- d) Identify and explain any three circumstances that would lead to Mr. Jefferey's organisation recruiting someone external to the organisation. (6 Marks)
- e) What are some of the factors that Mr. Jeffery should consider in determining the incoming HR Manager's salary? Discuss any three factors. (6 Marks)
- f) Using the total reward model, advice Mr. Jeffery on the various aspects of reward that he should put in place for the HR Manager. Give relevant examples for each aspect of the model. (6 Marks)

Question Number Two (20 marks)

While China is one of the world's leading manufacturing centres, few of its manufacturing companies are global brands. The Haier group is one of them. Haier started as a local refrigerator manufacturer in the province of Qingdao. The company entered the US market in the 1990's, selling small refrigerators for dorm rooms in universities. Today Haier is a global brand with more than 60,000 employees worldwide in more than 30 manufacturing locations, most of which are not in China and has revenues of approximately USD 20B.

Required:

- a) Haier would like to set up a distribution center in Nairobi Kenya. You have been invited to a meeting in which the discussions will focus on the external factors that affect HR management in Kenya. Using specific examples, explain 5 key elements that you raise in this meeting. (10 Marks)
- b) The management in Haier headquarters has indicated that all employees employed in the Kenya office must have a performance appraisal system in place. Explain the importance of having a performance appraisal in place for the organisation. (10 Marks)

Question Number Three (20 marks)

- a) There is an old saying, "you can take a horse to the water, but you cannot force it to drink; it will drink only if it is thirsty." So, it is with people. They will do what they want to do or otherwise motivated to do. As Human Resource Manager of an organisation, describe how you can use Abraham Maslow's Hierarchy of needs theory to motivate your employees. **(10 marks)**
- b) Define and briefly describe the following terms as used in Human Resource Management:
- i. Training Needs Assessment **(2 marks)**
 - ii. HR Planning **(2 marks)**
 - iii. Job Design **(2 marks)**
 - iv. Summary Dismissal **(2 marks)**
 - v. Open ended Contracts **(2 marks)**

Question Number Four (20 marks)

- a) Organisations can use several training methods to satisfy its training needs and accomplish its objectives. Illustrate the benefits that accrue to organisations when they train and develop their employees **(12 marks)**
- a) Discuss the role of the following activities in an organisation to ensure health and safety in the organisation. **(8 Marks)**

Question Number Five (20 marks)

Chuma Ngumu is a medium-sized Steel manufacturing organisation in Kenya that is growing faster than projected due to the construction industry's growth. The number of employees has grown from 100 to 500 in the past three years. When the new employees report to the organisation, they are immediately shown to a work station and are expected to work. The HR Officer has noticed that many new employees take a long time to fit into the organisation, and in fact some of them quit the job after a few weeks as they feel overwhelmed in the new environment. A colleague in the HR department has suggested to the HR Officer that they need an orientation program for the new employees.

- a) Differentiate between the term's employee induction and socialisation. **(4 marks)**
- b) Discuss five ways in which a good induction program helps an organisation. **(10 marks)**
- b) Identify and explain any six topics that the HR officer should include as part of a formal induction program. **(6Marks)**

