



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

Date: 25th March 2022

Time: 2 Hours

Instructions to candidates:

1. This examination consists of **FIVE** questions.
2. Please answer **ONE (Compulsory)** and any other **TWO** questions in this examination paper.
3. Do **NOT** write or make any marks on this question paper. Use the back page(s) of the answer booklet for any scribbling.

QUESTION ONE

30 MARKS

- i) Read the attached case and answer the following questions:
 - a) Highlight two social and two economic changes have led to an increased need for flexible working **[4 marks]**.
 - b) Explain **FOUR** reasons why would an organisation like Lloyds TSB would wish to adopt flexible work patterns? **[4 marks]**.
 - c) Identify **TWO** kinds of flexible working arrangements and explain how both an employee and a business may gain from them. **[4 marks]**.
 - d) Using medium-sized business you know of, assess the value or otherwise of allowing flexible working. **[4 marks]**.
 - e) Using specific examples, highlight **FOUR** ways through which information technology has influenced the way HR managers and other employees work today **[4 marks]**
- ii). There are seven major sources of law governing employment laws in Kenya among them the Employment Act of 2007. The process of dismissing someone from work is categorized in the group of disciplinary action of an organization. Using relevant examples, explain the following terms as used in the employment relations.

- (a) Gross Misconduct [2 marks]
- (b) Summary Dismissal [2 marks].
- (c) Unfair termination [2 marks].
- (d) Wrongful dismissal [2 marks].
- (e) Illegal Discrimination [2 marks]

QUESTION TWO

20 MARKS

Scenario: Regional Marketing Manager

Gwinji Sports is a medium-size wholesale and retail supplier of a wide range of sports equipment and gears located in Nairobi's Central Business District. Gwinji's major markets are largely teams in both Division and National leagues, schools and colleges in Kenya and the neighbouring countries such as Rwanda, Uganda and Tanzania. The product line accommodates a wide range of sports played in the region, both amateur and professional. These consists of balls, uniforms and shoes and other equipment for the various sports. The company has decided to create a new senior management position of Regional Marketing Manager that is designed to facilitate the marketing efforts while working closely with the major suppliers as well as their major wholesale and retail customers. As such, the position will require a high-level knowledge of retail marketing and procurement as well as the ability to travel frequently.

Gwinji Sports has recently appointed you as the assistant Human Resource Manager. You have been asked to take charge of the situation, to develop appropriate recruitment and selection criteria to begin the search for a suitable pool of candidates. This is a challenging assignment for several reasons. First, the position of regional marketing manager has never existed before and needs to combine high-level skills from different disciplines. In addition, there is a need for sensitivity as the position needs to fit comfortably with the existing positions of the marketing manager and logistics manager, which could feel uneasy about the appointment. Lastly, the position needs to be filled in as soon as possible.

Required

- (a) Develop a job description and job specification for the position of Regional Marketing Manager. [10 Marks]

- (b) Having crafted the job description and job specification and advertised the position, the post of the Regional Marketing Manager had still not yet been filled with a suitable person 3 months down the line. The CEO was getting frustrated as the position is critical for the organisation if it is to achieve its objectives. Discuss any **THREE** alternatives that the

organisation can use to ensure that the job of the Regional Marketing Manager still gets done [6 marks].

- (c) An appraisal is the analysis of the performance of an individual, which usually includes assessment of the individual's current and past work performance. A review of successful organizations reveals that many are using 360-degree appraisal for modern competence development, reinforced by similar systems for administrative performance appraisal. If professionally managed, 360 degree feedback increases individual self-awareness. That notwithstanding, a number of negative aspect about 360 degree feedback have been highlighted.

Discuss any **FOUR** challenges that the organization is likely to face by adopting the 360- degree performance appraisal system [4 Marks].

QUESTION THREE

20 MARKS

A company is the sum total of what employees achieve individually and thus, organizations should do everything in their power to ensure that employees perform at their peak. To this end, every organization whether profit or non-profit, public or private or government, needs to have well trained and experienced employees. Training provides opportunities for the employees to learn an acquire skills to work in several departments in an organisation. The training process consists of well-planned step by step process that should be adopted while deciding a training program.

- a) Discuss the **FOUR** steps that should be undertaken in order to develop an effective training program for front-line staff. [12 Marks]
- b) In coming up with the policy on training and development, an organization must ensure that the policy has good qualities. As a Human Resource specialist, highlight any **FOUR** qualities of a good HR policy. [8 Marks]

QUESTION FOUR

20 MARKS

- a) Most of the firms perceive performance appraisal as an extra burden, and many questions about the appraisal process and results. However, as a HR specialist you understand that performance appraisals are essential for the growth of a company and the employee. Demonstrate to the management team of an organization of your choice any **FIVE** importance of a performance appraisal system for the organization [10 Marks].
- b) You have recently been hired in the HR department of P&H Procurement Consultants Limited, a procurement consultancy firms in Kenya that is looking to improve on its HR practices. The organization has not been

conducting any training and development activities for its employees. As a HR expert you understand that training is a continuous effort designed to help improve employee competency and the overall organizational performance. Citing appropriate examples, explain to the Managing Director the benefits of ongoing training and development to the employees and the business? **[10 Marks].**

QUESTION FIVE

20 MARKS

- a) Kimanzi is a middle-level manager at Safaricom Ltd, the leading telecommunications company in Kenya. In the recent past he has found himself leaving the office late and his in-tray overflowing with unfinished tasks. Mark, his immediate supervisor has already pointed out that his productivity has decreased from the previous year's performance evaluation. As an HR consultant, discuss Maslow's Hierarchy of Needs theory and advice Mark on how he can use this theory to motivate Kimanzi and other employees. **[10 marks].**
- b) Citing appropriate examples, explain any **FIVE** relevant factors that are likely to affect the compensation of employees in an organization. **[10 marks].**