



Strathmore UNIVERSITY

STRATHMORE INSTITUTE
DIPLOMA IN ENTREPRENEURSHIP
END OF SEMESTER EXAMINATION
DE 1304: HUMAN RESOURCES MANAGEMENT AND SUCCESSION PLANNING

DATE: 26th August 2022

Time: 2 Hours

Instructions

1. This examination consists of **FIVE** questions.
2. Answer **Question ONE (COMPULSORY)** and any other **TWO** questions.

QUESTION ONE – COMPULSORY QUESTION

AIDS stands for Acquired Immune Deficiency Syndrome. It is caused by the Human Immune Deficiency Virus, which weakens the body's immune system making it difficult to fight off the infection. It has caused tremendous impact to many Kenyans including ORGANISATION's clients, staff and it is now clear those Organisations cannot afford to sit back and look on any longer. A policy guideline will go a long way in creating a work environment that addresses issues pertaining to prevention, education, care and support.

- a) Highlight key objectives of having HIV/AIDS Policy in your organisation (6 Marks)
- b) The HIV/AIDS policy statements are based on number of principles. Discuss in details at least seven of these key principles (14 Marks)

“Our company appreciates the diversity and dignity of women and men, and affirms the shared responsibility of women and men for the care and maintenance of themselves, their children, their communities and their nations. We affirm that gender equity strengthens the institution because it makes it possible to embrace a wider range of thinking and action in decision –making. At the staff level, we are committed to achieving gender equity supported by policy and practice at all levels, including in hiring carrier development and compensation, especially at decision making levels. At the program level, we seeks to enhance the ability of women and men to become economically and spiritually transformed by participating in training and career development programs offered within. The company will continue monitoring and assess its progress in the area of gender balance and equity, and will re-examine the effectiveness of its policies and programs on a regular basis including taking action on culprit of sexual harassment”. Stephen Waweru.

- c) Do you think this is a progressive company and why? (10Marks)

QUESTION TWO

a) It is desired that all organisations provide equal opportunities for employees in respect of access to job opportunities, training and promotion. These organisations are supposed to provide a working environment free from unlawful discrimination; minimise and manage reputation and legal risks due to legislation covering equity of treatment. Equally, they are supposed to employ a workforce which reflects the diverse community at large and treat all employees with dignity and respect.

Discuss the extent to which your current university or former institution of learning embraces the equal opportunity agenda? In your answer make reference to the objectives of the Equal Opportunity and Gender policies **(10 Marks)**

b) Most types of leave taken by staff should be scheduled three months in advance, with leave forms submitted at least a week before taking leave, so that adequate arrangements can be put in place to cover these absences. Identify and discuss at least five types of staff leave in an organisation **(5 Marks)**

QUESTION THREE

a) An enterprise refers to a for-profit business started and run by an entrepreneur. Often, people running such businesses are enterprising and entrepreneurs usually start an enterprise with the associated risks to make a profit, and quite often to offer a solution to a certain need in the economy. Design a Staff Appraisal Form that you are likely to use in the enterprise you want to start after your Diploma course at Strathmore University. **(10 Marks)**

b) Employees are important to the progress of any organisation so, they should be kept happy and provided for with sustainable wages, welfare packages and other incentives which are not always given. It is therefore not unusual to see labour unrest as a result of complaints of poor welfare provisions and services to the workers. Employees are of the perception that although capital is provided by the employers, they are the main resource used to bring about output and production which eventually bring back the investment and huge dividends to the employers. Making reference to the above statement, give brief notes on the following **(3 Marks)**

- i) Employment contract
- ii) Probation contracts/period?
- iii) Confirmation?

c) As part of statutory compliances, identify at least two payroll deductions **(2 Marks)**

QUESTION FOUR

Irrespective of legal provisions, every enlightened management is concerned with the employees' health and providing safety while they are at work. The personnel department must ensure that this is done. Compliance with such provisions promotes good employee health and safety which results into greater employee efficiency and productivity as well as boosts the employee morale and loyalty.

All enterprises should have clearly laid down policies towards health and safety of their employees. The policy allows them to take all necessary steps to ensure the health and safety of staff and of all visitors to the premises. At the same time, all employees have a duty to take reasonable care regarding the health and safety of themselves and their colleagues at work.

The enterprise should be committed to maintaining and improving the work environment so that it is safe and healthy for all staff, contractors and visitors by: Complying with national occupational health and safety legislation, relevant standards and codes of practice and workers compensation legislation; Providing adequate facilities and amenities for the welfare of employees at work; Investigating all serious injuries and illness.

The employees are responsible for ensuring that their work area is safe by: Reporting all injuries and illnesses at work to their supervisor or Manager; reporting potential hazards and unsafe environments to the Manager or Chief Executive Officer or immediate supervisor and taking care not to expose anyone to danger.

- a) In light of the above, outline and discuss at least five key components of ensuring employees' health and safety is guaranteed at work. **(5Marks)**
- b) Briefly outline some of the preventive measure to ensure safety in an organisation / enterprise. **(5Marks)**
- c) It is a statutory requirement that personnel records are maintained for all employees relating to personal circumstances and employment or benefits for statutory purposes including payroll; to ensure appropriate salary levels and benefits cover individual employees and for health and safety reasons, so that employee family/next of kin can be contacted in emergencies. Hence, it is the responsibility of the employee to provide and advise the Human Resource department of any changes in a number of personal details to keep their personal records updates and authentic. List at least 5 of these details **(5Marks)**

QUESTION FIVE

- a) Briefly discuss three types of retirement / service awards **(3Marks)**
 - a) There are two types of personnel audit, namely; Ad-hoc and Periodic. Personnel audit can be conducted in every aspect of management of human resources and has a numbers of roles that include: appraising the staff or employee relation; highlighting how far top management has accepted its responsibility for effective personnel management and employment relations policies; and evaluating to what extent the managers have effectuated policies already enunciated. Any organisation should always do human resource planning which can be defined as a strategy for the acquisition, utilisation, improvement and retention of an enterprises human resources (Definition from the Employment Department, 1974, UK). The human resource planning process includes a number of categories of staff, each of which requires different decisions to be made. Identify at least 5 of these categories and give brief notes on each **(5Marks)**
 - b) It is the organisation's policy to ensure that all permanent jobs are evaluated and grouped into job grading and salary structures. The objectives of job grading and salary structures is to ensure a rank order of job worth and a grade structure within the organisation and to use the grade structure to design an internally fair and equitable salary and grading structure. Develop a 7 broad based Grade Structure for an organisation of your choice. **(7Marks)**