



BUH 3113| CHR301: HUMAN RESOURCE MANAGEMENT II

ONLINE CLASS

Instructions

- i) This exam paper contains **SIX** questions containing **10** marks each.
 - ii) Answer Question 1 (COMPULSORY) and any other **THREE** questions
 - iii) Read each question carefully before attempting.
-

QUESTION 1

Read the Case Study and answer the questions that follow

You have been hired as a human resource partner at Company E, a fast-growing manufacturing start-up with multiple production facilities. As you are familiarizing yourself with the organization and its structures, you find the company has their departments operating in silos, where information is contained in the different production facilities and is fragmented and inaccessible. In addition, there are challenges in retention of processes as key employees leave the company. This resulted in lost expertise, decreased productivity, and project delays. The management has requested you to prepare a proposal on implementing a knowledge management system to facilitate knowledge retention, sharing and collaboration.

- a) Suggest to the management **three** processes that encompass knowledge management (6 Marks)
- b) In your discussion with the management of Company E, discuss **two** reasons why knowledge management is important to the company (4 Marks)

QUESTION 2

- a) Setting the organizational culture is an important role of the human resource department. Describe **two** components of organizational culture. (4 Marks)
- b) Discuss **three** reasons why a psychological contract is important (6 Marks)

QUESTION 3

- a) To maintain a competitive edge in the job market, organizations are establishing high performance work systems. Identify **three** components of high-performance work systems (6 Marks)
- b) The selection process is important in identifying the right candidates for an organisation. Describe 2 types of interviews used in the selection process (4 Marks)

QUESTION 4

- a) Explain **two** benefits of documented procedures to an organization (4 Marks)
- b) Constant changes in the business environment makes it necessary to design jobs to stay ahead of the competition. Using examples, discuss **three** approaches to job design (6 Marks)

QUESTION 5

- a) Learning and development is one of the ways to improve performance in an organization. Discuss **three** reasons why some organizations may not prioritize training (6 Marks)
- b) As a way of determining the pay of its employees, companies classify jobs in grades. Explain **two** types of grade and pay structures (4 Marks)

QUESTION 6

- a) Discuss **two** factors influencing the adoption of computerized information system in Human Resource Management (4 Marks)
- b) The management of Kuza Company is in the process of developing human resource policies for the organization. Advise them on any **three** areas covered by Human Resource policies. (6 Marks)