



PAN AFRICA CHRISTIAN UNIVERSITY

END OF TERM EXAMINATION

DEPARTMENT: BUSINESS

COURSE CODE: BIT312 | BUS2333

CAMPUS: ROYSAMBU

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

EXAM DATE:

TIME:

INSTRUCTIONS

- This exam script has **TWO (2)** sections.
- Read all questions carefully before attempting.
- Answer All questions in Section **A** and any other THREE questions in Section **B**.
- None programmable calculators permitted
- Calculators on phones, tablets and computers are NOT permitted in Theory Papers

SECTION A

(Answer ALL questions in this section)

QUESTION 1

Read the case below and answer the following:

Sinha is a senior employee of CIC Logistics Ltd. having its headquarters at Delhi and branches at all major cities in the country. The managing partner of the firm asked Sinha to head its Southern branch at Bangalore. The firm has been quite successful since its inception in 1950's, but has witnessed high turnover¹³⁵ among its younger staff in the last five years. The managing partner is convinced that the problem is not salary, because a recent survey indicated that the firm's salary structure is competitive with that of other major firms. Driven by this incomprehension, the managing partner wanted Sinha to find out the real reasons.

Having settled in Bangalore, Sinha met the four Senior Managers to determine why the branch has had such a high attrition rate amongst the younger staff. Krishna, age 46, stated that the younger staff lacked dedication and failed to appreciate the career opportunities provided by the firm. Gowda, age 52, said the younger employees were always complaining about the lack of meaningful feedback on their performance, and many mentioned that they would like to have a mentor in the organization to assist with their development. Gowda further explained that the firm does provide performance rating to its staff and the previous Manager had always maintained an open-door policy. Manohar, aged 39, said that he has received complaints that training was not relevant and was generally dull. He explained that various persons in the firm who worked with training from time to time acted mainly on guidance from Delhi. Radha, aged 35, said she believed that the root of the problem is the absence of an HR department. However, she said that when the idea was mentioned to the managing partner in Delhi, it was completely rejected.

- a) Justify with FOUR reasons why CIC Logistics Ltd. needs a HR Department.
(4 Marks)
- b) Explain FOUR roles a HR Department play in this case. (4 Marks)
- c) Discuss the type of Organizational Structure you would recommend for CIC Logistics Ltd. (2 Marks)

**PAN AFRICA CHRISTIAN UNIVERSITY
EXAMINATIONS PAPER**



SECTION B

(Answer any THREE (3) questions in this section)

QUESTION 2

- a) Social media can be both destructive and constructive in the work place. With appropriate illustrations, justify this statement. **(6 Marks)**
- b) Explain FOUR ways how globalization has affected the Kenyan job market. **(4 Marks)**

QUESTION 3

The Human Resources department of XYZ company are demand forecasting for their upcoming year 2023-2024 using the trend analysis method. Using the information provided below, answer the following:

a)	Year	
	2021-22	Production of Units : 8000
	2021-22	No. of Workers : 200
		Ratio : 200:8000
	2023-24	Estimated Production : 12,000

(3 Marks)

- b) If supervisors have a span of control of 20 workers, Calculate the number of supervisors needed. **(3 Marks)**
- c) Discuss FOUR ways how Manpower planning is advantageous to XYZ company. **(4 Marks)**

**PAN AFRICA CHRISTIAN UNIVERSITY
EXAMINATIONS PAPER**



QUESTION 4

- a) Jane is the HR manager at ABC Limited. Explain THREE reasons why she should ensure the establishment of a good occupational health and safety standards in her organization. (6 Marks)
- b) Explain FOUR workplace challenges that will continue to face human resources in the face of information technology. (4 Marks)

QUESTION 5

“Give a man a fish and you have given him a meal. Teach a man to fish, and you have given him livelihood.” Explain the relevance of this statement in relation to human resource training and development. (10 Marks)

QUESTION 6



“Refresh Your Career”

Coca-Cola Beverages Sri Lanka Ltd is part of the World's Largest Beverage Company and We are looking for Sales Leaders who can grow with us into the future.

Our Passion is to build the right capabilities in our team for greater performance. While building a performance driven environment with a value-based culture, we maintain high quality standards within our framework.

Account Manager – Modern Trade

Job Description

- Ensure that all Key accounts and Modern trade accounts purchase all CCBSL products regularly, while expanding brand availability in all assigned Outlets/Chains/Channels.
- Identify Channels and sales avenues that emerge in the market, by building relationships.
- Achievement of sales targets leading a team of Company Pre-Seller's
- Execute sales plans by week, whilst coordinating with cross functional teams in the organization.
- Increase outlet share of Stock/Share of display and Point of Sale Execution
- Improving existing processes related to Key Accounts and Modern Trade sales operations for higher efficiency and effectiveness.
- Responsible for sales capability development of the immediate sales team.
- Effective Customer Relationship Management.

Qualifications and Competencies required

- Minimum of 3 years' sales experience in handling Modern Trade at a FMCG company with a proven track record.
- Experience in developing and executing marketing/sales plans & activities to achieve market share, profitability, and objectives for modern trade.
- Good Interpersonal, Communication and Negotiation Skills.
- Ability to work under pressure while effectively managing all stake holders.
- A professional Qualification or Degree in Sales or Marketing will be an added advantage

Interested candidates may apply within 7 days of this advertisement to the under mentioned address or Email to hr@coca-cola.lk

Manager - Human Resource Development
Coca-Cola Beverages Sri Lanka Ltd.
Tekkawatta, Biyagama



Only shortlisted candidates will be notified

- a) Using the above advertisement, discuss the components of the following
- i. Job description **(3 Marks)**

**PAN AFRICA CHRISTIAN UNIVERSITY
EXAMINATIONS PAPER**



ii. Person specification (3 Marks)

- b) In the recent past, the country witnessed high levels of industrial disputes.
Describe FOUR causes of industrial disputes. (4 Marks)

End of Exam