



PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS & TECHNOLOGY

END OF SEMESTER EXAMINATION FOR THE DEGREE OF

MASTERS OF BUSINESS ADMINISTRATION

JANUARY – APRIL 2019 SEMESTER

CAMPUS: ROYSAMBU

DEPARTMENT: BUSINESS STUDIES

COURSE CODE: MBA502

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

EXAM DATE: MONDAY 8TH APRIL 2019

TIME: 5.30PM – 8.30 PM

INSTRUCTIONS

- This examination script consists of **Six (6)** questions.
- Answer Question One(Compulsory) and any other four questions
- Read all questions carefully before attempting.
- Write your **student number** on the answer booklet provided.
- *Write clearly and legibly.*
- *ALL PAC University's examination rules and regulations apply*

QUESTION ONE: COMPULSORY

CASE STUDY

Roger was ecstatic. The city administration had just approved his development plan to build a mega retail store/ service garage across the street from his current location. The store would contain many new product lines, and the service garage would now offer state-of-the-art computer diagnostic equipment. He had thought of everything: the financing, a marketing plan, the slick new building, and the grand opening. And now, three months before the grand opening, he has hired you to see if there are any improvements that he could possibly make to his HRM practices. Roger's Tire Experts has no HR department or manager because Roger insists on making all HR-related decisions himself. The business currently employs 50 people and would likely need another 100 or more. The thought of hiring people makes Roger cringe. According to Roger, employees cost money and they usually didn't have a "customer service" attitude, especially "the young ones." Roger's policy had been to hire his staff in a local hotel bar based on two criteria: a) They must belong to the men's club of which his is a member; and b) They must beat him in an arm wrestling match. Roger uses the hotel bar to do business regularly. In fact, every Saturday, he buys the boys a beer after work and tells them what he thinks of their work. He figures that the beer will dull the impact of the performance review. Last Monday evening, Jimmy, a farmer in the surrounding area, approached Roger in the bar and asked for a job. He met Roger's stringent criteria, and Roger happened to have an opening. Roger recently fired the service manager, Larry, for spending an hour in the only toilet stall that the store had. Although this was the first incident of this nature in Larry's five years of employment, Roger felt that he had to take a stand. Because Jimmy had a large family, Roger agreed to pay him what Larry was being paid when he was dismissed. Tuesday morning, Roger showed Jimmy where the Service Centre was, introduced him to the 10 mechanics that would be reporting to him, and then left Jimmy to himself. Jimmy, not knowing what he was supposed to do, groaned as he saw a number of customers heading his way. As he turned away from the customers, he overheard the mechanics complaining about the limited possibilities for moving up in the company. The other day a female mechanic with five years' experience asked Roger for a job in his new store, but Roger laughed and told her, "Go home where you belong. Women don't belong in a tire store; it's too dangerous." In fact, it is dangerous. That very day a junior mechanic (Nathan, a 14 year old boy) was seriously injured when he tried to change a muffler without stopping the car's engine

and while the car was held up only with a chain tied to the track of the overhead door. The customer was in a rush, and Roger had insisted that Nathan do the work quickly (for extra cash under the table). Nathan had never done this type of work before and didn't really want to do the work (but he knew he would get fired if he didn't). While doing the work, Nathan tripped over several used tires and knocked himself out on the cans of house paint that were being stored next to the welding equipment in the garage. "I just can't get good staff anymore; they either want to join a union, fight over whose getting paid the most, or leave," Roger grumbled, "Where has the work ethic gone?" He had overheard his Sporting Goods manager, Colette, talking to the Hardware staff about joining a union. Roger noted to himself that he must give Colette an extra poor performance evaluation next year. Also, Roger planned to tell his staff that, if they continue with this union business, he would fire them all. However, with an annual turnover rate of 66%, Roger's store had a revolving door. You are now contemplating the situation at Roger's Tire Experts. As an experienced HR consultant you have come across this type of situation many times. It's typical for managers who are less interested in the people side of their operation to ignore it or experience difficulties. In your report to Roger, answer the following questions:

- (a) Discuss the HRM problems that exist (5 marks)
- (b) Highlight the current and potential consequences of each of these problems (5 marks)
- (c) Briefly explain the financial cost to Roger's Tire if Roger continued to use the same HR practices (5 marks)
- (d) Besides Roger himself, outline the root cause of the problems (5 marks)
- (e) Explain the more immediate problems that need to be addressed now (5 marks)
- (f) Discuss four options that exist for addressing all the problems (8 marks)
- (h) Outline solutions that you recommend to Rogers and suggest ways implementing them (7 marks)

QUESTION TWO

- a) Discuss any five factors that influence the determination of remuneration levels in an organization. (5 marks)
- b) With relevant examples, discuss the major contemporary challenges to Human Resource Management, citing how these challenges could be overcome. (10 marks)

QUESTION THREE

- a) Discuss the benefits of internal sources of recruitment (5 marks)
- b) Discuss factors affecting Global Human Resource Management (5 marks)
- c) Discuss five methods of performance appraisal (5 marks)

QUESTION FOUR

- a) Briefly explain factors two external to the organization that affect how recruitment is done (2 marks)
- b) Discuss five benefits of employee Training and Development in an organization (5 marks)
- c) Discuss four types of evaluation instruments used by Human Resource managers (8 marks)

QUESTION FIVE

- a) In view of contemporary Human Resource Management concerns, discuss the ethical issues that practitioners have to grapple with. (5 marks)
- b) Discuss challenges of recruiting many new employees at the same time in an organization (10marks)

QUESTION SIX

- a) Discuss five ways in which an HR Manager ensures that appropriate employee relations are maintained in an organization (5 marks)
- b) Discuss five challenges encountered in organization during the process of knowledge transfer (10 marks)

