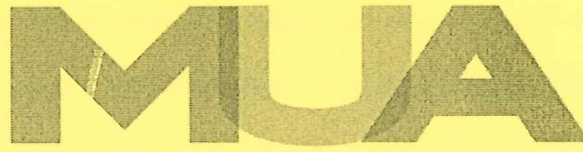


The
Management
University
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POSTGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF MASTER OF BUSINESS ADMINISTRATION

HCO 506: HUMAN CAPITAL RESOURCING

DATE: 3rd DECEMBER 2021

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

HESHIMA TEXTILE MANUFACTURING FACTORY

Heshima Textile manufacturing Factory is located in the Town of Heshima with enough infrastructure and a good workforce that has been well sourced and selected to meet the needs of the company. This is done through a very rigorous interview process based on global standards. The Company was specialized in shirting and suiting particularly the supplies that are done in the region.

The Organization is run by Mr. Patel, a CEO who is commonly known, for being well educated, experienced, a businessman with a humane approach. He considers employees of Heshima Textile as a competitive advantage of his organization and would want to keep the workforce always updated to face the challenges from their competitors. To achieve this he has a very rigorous induction done for all employees who are joining the company so that they can fully settle and acquire the culture of the company.

Mr. Patel who heads the production himself, developed an efficient top management group which includes Mr. Rakesh heading marketing, Mrs. Pandia leading HR and T & D, Mr. Mutua leading finance. All these departmental heads have always been supportive for the ideas of the CEO in handling the workforce. They also believed that satisfied, educated, dedicated workforce will be key to success at any condition to the organization. Money spent on employees will always be an investment for the organization.

Training and Development became a day today activity in the organization and employees have been trained by well-versed trainers in that area. The organization also encourages employees to do further studies as part of the career development program and they get helping hand from the organization.

The employees of Heshima are very much satisfied with this kind of support from the organization and they realized that being with Heshima, their personal growth will be assured. Because of the above said things, Heshima had many advantages like highly trained and qualified workforce, highest quality of supplies assured, less rate of attrition, dedicated workforce, meeting the targets on time etc.

One day, the employees of Heshima were in deep grief when the news hit the office that Mr. Patel, the CEO, decided to handover to his son Mr. Mukdir who had completed his studies abroad and returned to Kenya.

Now it has been three months since Mr. Mukdir took over the charge of the organization and from day one, he started auditing in almost all the departments with a motto to reduce cost. He got a statistic that compensation is the highest cost for the company compared to any other cost incurred in the organization.

So he called Mrs. Pandia, the head of HR and asked her to decide the plan of reducing the labour cost by 30% by way of Lay-offs. Mrs. Pandia got shocked by listening to this decision and said to the new CEO that, "Sir, it is my responsibility to tell you that the workforce which we have is an excellent, well-trained, loyal and self-motivated. In case of any layoffs, our competitors will take advantage of that.

Mr. Patel was not in a position to listen to her words and said that "sorry Mrs. Pandia, I am not ready to review my decision and neither wants any alternatives and for this to be done within a week". Finally, with all her regrets, Mrs. Pandia reduced the workforce by 30%. On the other hand, the employees who were waived off from Heshima joined the competitors with a better package.

One day in his office, Mr. Patel was discussing with Mrs. Pandia that the cost of labour in the organization has been reduced to a great level which increases the net profit also. After listening to this, Mrs. Pandia said to him that "it is well said we have reduced the Labour cost and increased the profit but it is true that we have missed the great opportunity to grow more by losing our wealth to competitors.

REQUIRED

- a) Discuss the benefits of training and development to the organization and the employees. (9 Marks)
- b) Highlight the main functions of human resource management manager in reference to Heshima Textile Factory. (5 Marks)
- c) Examine the principles of a job design in reference to Heshima factory. (6 Marks)
- d) Assess the steps that are probably followed during the interview process at Heshima factory. (8 Marks)
- e) Critically examine the conditions necessary for a good recruitment policy. (2 Marks)

QUESTION TWO

Critically analyze the internal sources of recruitment clearly showing the merits and demerits of using internal sources of recruitment. (15 Marks)

QUESTION THREE

Examine the problems / challenges facing human resource planning in Kenyan employment environment. (15 Marks)

QUESTION FOUR

- a) Evaluate the six steps in carrying out a job analysis in an organization. (9 Marks)
- b) Distinguish between 'hard' and 'soft' human resource planning. (6 Marks)