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3808/202
EMPLOYEE RESOURCING
November 2013
Time: 3 hours

Candidate's Signature _____

Date _____



THE KENYA NATIONAL EXAMINATIONS COUNCIL

HIGHER DIPLOMA IN HUMAN RESOURCE MANAGEMENT

EMPLOYEE RESOURCING

3 hours

INSTRUCTIONS TO CANDIDATES

Write your name and index number in the spaces provided above.

Sign and write the date of the examination in the spaces provided above.

This paper consists of SIX questions.

Answer question 1 (compulsory) and any other THREE questions in the spaces provided.

Question 1 carries 40 marks. All the other questions carry 20 marks each.

Do not remove any pages from this booklet.

Candidates should answer the questions in English.

For Examiner's Use Only

Question	Maximum Score	Candidate's Score
1	40	
2	20	
3	20	
4	20	
5	20	
6	20	
TOTAL		

This paper consists of 20 printed pages.

Candidates should check the question paper to ascertain that all the pages are printed as indicated and that no questions are missing.

1. Read the case below and then answer the questions that follow.

(40 marks)

SUPERB BRIDES LIMITED (SBL)

Superb Brides Limited (SBL) is a family owned wedding planning company which has been run by the Manta family for four generations. The private sector company employs 350 employees most of whom are ladies. According to the Chief Executive Officer (CEO) Miss Marita, the ladies must meet a pre-determined criterion; be size 10, fair complexion and not less than 5 feet in height on top of the professional qualification. The few men in the company are engaged to do manual jobs like pitching of tents and only on casual basis. However all the workers must be of African descent.

SBL has its head office in Nairobi and it focuses on the top end of the bridal market. Its motto, 'We make your day', emphasizes the company's endeavour to provide 100% satisfaction to its client. From bridal bouquets to exotic honeymoon destinations, from traditional to innovative wedding arrangements the company aims to give the bride and groom 'an experience they will remember'.

Although the company started in Nairobi it has six branches spread out in the major towns in the country. Each of these branches provides a full wedding service to its clients, some of whom come from outside the country seeking romantic settings for their wedding. Each branch focuses on exploiting the strengths and opportunities and cultural character of the town and wider region in which it is placed.

Each branch is divided into four departments namely, bridal wear, transportation and travel, venue planning and catering. Employees are allocated to a particular area of the business depending on their skills and expertise. The company runs a recruitment campaign with an on-line chatroom to give potential applicants the chance to interact with the company's current employees. The company has created an easy to use site that allows potential applicants the opportunity to chat on-line and put questions to its recruitment team. This campaign was launched in response to the increasing use of social networks as a primary source of information and communication. All the job vacancies are advertised on-line and the interviews conducted during chat sessions with candidates. The selected candidates are then engaged on probationary terms for three months before being placed. All employees are expected to work to prescribed deadlines within the overall planning framework although each branch is relatively autonomous.

SBL has a high preference for multi-skilled employees who can be moved from one job to another as need arises. According to the CEO, this allows the employees to be utilized even during off-peak seasons.

However, none of the employees have been issued with formal job descriptions. The company prefers engaging employees on temporary basis although there are a few who are on permanent basis. This has worked well over the years due to the high rate of unemployment within the country. The response in the social networks has also been overwhelmingly good and SBL has a data bank for potential employees.

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In the recent past SBL has been having problems of low productivity and retention in most of the branches, especially in the bridal wear and transportation and travel departments. Employees in these departments include creative, innovative and highly skilled designers and dress makers as well as those with particular entrepreneurial flair in the travel market. These departments deal in customised products and services of high value which provide most of the company's revenue.

According to the newly recruited human resource manager, Mrs. Baraza the problems with employee retention and productivity is due to poor human resource planning. The use of exit interviews as the main source of information for developing human resource plans was identified as a major stumbling block. She also pointed uncompetitive pay rates as a key factor in the retention issues.

In her recommendations among other things she advised the company to recruit people from diverse backgrounds and overhaul the resourcing policies in the company.

- (a) Explain the benefits of the recruitment method used at SBL. (10 marks)
 - (b) Employees of SBL Ltd do not have formal job descriptions. Explain the likely negative consequences of the omission. (10 marks)
 - (c) Explain the employee resourcing strategies that SBL may adopt to improve employee productivity. (10 marks)
 - (d) Explain the benefits that may accrue to SBL from employing people from diverse backgrounds as recommended by Mrs. Baraza. (10 marks)
2. (a) Many organizations are increasingly engaging employees on temporary contracts. Explain the reasons that may account for this trend. (10 marks)
- (b) In the recent past Kenya has witnessed the mushrooming of universities and colleges offering trainings in different fields. Highlight the possible effects that such a development may have on the labour market. (10 marks)
3. (a) Despite the enactment of laws against discrimination at work places, unfair discrimination in recruitment still exists. Explain the reasons for this state of affairs. (10 marks)
- (b) Many organizations find it necessary to conduct regular audit of their human resource complement. Explain the importance of this practice. (10 marks)
4. (a) Explain the stipulations of a job description that can be used to evaluate the appropriateness of a job applicant. (10 marks)

