3808/202
EMPLOYEE RESOURCING
November 2016
Time: 3 hours

THE KENYA NATIONAL EXAMINATIONS COUNCIL

HIGHER DIPLOMA IN HUMAN RESOURCE MANAGEMENT

EMPLOYEE RESOURCING

3 hours

INSTRUCTIONS TO CANDIDATES

This paper consists of SIX questions.
Answer question ONE and any other THREE questions
Write your answers in the answer booklet provided.
Candidates should answer the questions in English.

This paper consists of 4 printed pages.

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

Turn over

1. Read the following case and answer the questions that follow:

TAFRIJA MANUFACTURERS LIMITED (TML)

Tafrija Manufacturers Limited (TML) is a large manufacturer of fast moving consumer goods. The enterprise was established ten years ago as a subsidiary of a multinational firm whose headquarters is in Atlanta, USA. The country headquarters of TML is in the outskirts of Nairobi. TML has five branches in major towns in the country. Each of the branches is headed by a Regional Operations Manager.

The employee component comprises of 200 workers, 85 of whom are on fixed contract terms. In line with good professional practice, the human resource manager undertakes human resource demand forecasting on a regular basis. This exercise is aimed at helping the management to match the internal employee requirements with the available talent in the job market.

To obtain accurate employee demand forecasts, the human resource management team uses a focus group strategy. Experts are called upon to answer predetermined questions in three or more rounds. After each round, a facilitator provides an anonymous summary of the experts forecasts based on the responses obtained from experts in the previous round. After several rounds, the panel of experts converge towards more accurate estimates. Eventually, the process is stopped after a predefined stop-criteria.

The human resource manager prefers to use a particular consultancy firm in the recruitment and selection process. The practice is meant to enhance objectivity during the interview process. The consultancy firm is also mandated to undertake background checks on all the candidates who may be invited for interview. The human resource manager has a lot of confidence in the agency because he believes that it has commendable experience in diverse fields.

In order to promote and sustain a culture of quality working life, TML uses a working arrangement that allows employees to share their duties between themselves in a situation where for one reason or another one of them may be away from work at any given time. This approach makes it possible for the firm to embrace unconventional employee working schedules. A classic example is that of a working mother who may need to spend more time at home. When her job is shared, it allows her the flexibility that she desperately needs while remaining in employment. This mode of working is viewed as an effective employee retention strategy by the management.

Recently, the human resource manager has however been accused of violating accepted standards of practice in employee separation. Last year, five long serving employees had their contracts terminated. They were not paid their salaries for two months They felt that it was unfair to axe them in such a manner especially after having worked in the company since its establishment. Their dismissal also coincided with the company's end of financial year bonus payout, which they stood to miss out on even after

having worked diligently for the organization. In addition, none of them had taken their annual leave.

The affected employees have indicated their intention to escalate the matter with the Employment and Labour Relations Court. On the other hand, on the advice of the company's legal officer, the human resource manager intends to revisit the case and has extended an olive branch with the intention of settling the matter out of court.

(a) Give **five** reasons that may account for the choice of the labour demand forecasting technique used at TML. (10 marks)

(b) Explain **five** demerits of the recruitment approach adopted by the firm.
(10 marks)

(c) Highlight **five** limitations of the working arrangement adopted at TML. (10 marks)

(d) Outline **five** types of payments that the employees whose employment contracts were terminated were entitled to. (10 marks)

2. (a) There are certain limitations that may be associated with the use of job description in an organization. Explain **five** such limitations. (10 marks)

(b) Koba Manufacturers Limited intends to retrench some of its workers. Explain **five** conditions that the firm should satisfy in undertaking the task. (10 marks)

3. (a) Explain **five** environmental factors that may influence labour demand forecasting in an organization. (10 marks)

(b) The human resource director of Sofa Limited uses head hunting for the recruitment of senior company executives. Give **five** reasons that may justify this situation.
(10 marks)

4. (a) Jane, a human resource officer at Jan Limited is currently developing job specifications for newly created positions in the organization. Explain **five** types of information that should be included in the exercise. (10 marks)

(b) The human resource manager at Kepi Limited is in the process of conducting an interview with an employee as part of a job analysis exercise. Explain **five** guidelines that he should follow when conducing the interview. (10 marks)

5. (a) The demand forecast for labour at Medala Limited is currently greater than the supply forecast. Outline **five** interventions that should be taken to normalize this situation.
(10 marks)

(b) Explain **five** factors that a human resource manager should consider in determining the source from which to recruit employees. (10 marks)

6.   (a)   Explain **five** benefits that an organization may derive from undertaking a human resource audit.   (10 marks)

        (b)   Explain **five** factors that may affect the productivity of workers in an organization.   (10 marks)

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