



CS PART III SECTION 5

HUMAN RESOURCE MANAGEMENT

TUESDAY: 26 November 2019.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

QUESTION ONE

PRIME TIME SOLUTIONS (PTS)

Prime Time Solutions (PTS) is a medium-sized software service organisation mainly operating in the United Kingdom, Germany, Netherlands and Belgium. The company was founded in year 2013 by two technical engineers, and its headquarters is located in London. The company claims that it is defined by a brilliant and optimistic outlook, an interest in technology and the drive for knowledge.

The average age of PTS employees is 28 years with the majority of the workforce being highly educated. The organisation has a highly ambitious diverse workforce.

PTS is a technology-driven organisation with an egalitarian culture, little hierarchy and substantial employee autonomy. Teamwork and team learning are considered essential within the organisation.

Each individual employee receives a 'learning budget' of Sh.200,000 per year that can be used for seminars and college education. The employees have a lot of leeway on how to spend the amount allocated for learning. The only requirement is the specification of the learning goals which are evaluated after the course or education programme is completed. The company offers internships for students interested in software and consultancy. Post graduate students undertaking research project are funded by PTS as long as the research topic is in line with PTS business. Many employees of PTS who undertook postgraduate studies are beneficiaries of this facility. Organisational commitment of employees towards PTS as an organisation is essential and important for organisational performance.

Knowledge transfer among PTS employees is a powerful source for gaining competitive management. The organisation considers retention of the existing talent very crucial to its success. Although a lot has been put in place to motivate employees, PTS feels that retention strategies have to be clearly spelt out for the benefit of both the employees and the organisation.

Required:

- (a) Advise the management of Prime Time Solutions (PTS) on four ways of increasing employee commitment in the organisation. (8 marks)
 - (b) As a human resource manager, discuss eight retention strategies that should be implemented in PTS. (8 marks)
 - (c) Propose six key considerations for PTS which will ensure successful development of a learning and development strategy. (6 marks)
 - (d) Highlight to the PTS management ten knowledge management contributions that human resource department could make in the organisation. (10 marks)
 - (e) As a human resource consultant, draft a diversity policy for the organisation. (8 marks)
- (Total: 40 marks)**

QUESTION TWO

- (a) Assess five limitations of the flexible working hours approach to work. (5 marks)
- (b) Discuss five functions of the human resource department in an organisation. (5 marks)

- (c) Performance management systems in many organisations involve a considerable amount of paperwork, writing and exchange of documents. When the administrative demands are great, both employees and managers end up spending their performance management time pushing paper rather than discussing performance issues and development hence need for automated performance management systems.

With reference to the above statement, evaluate five features of automated performance management systems.

(5 marks)

(Total: 15 marks)

QUESTION THREE

- (a) Explain five circumstances under which retraining of employees could be necessary. (5 marks)

- (b) Examine three strengths and two weaknesses of the human capital theory. (10 marks)

(Total: 15 marks)

QUESTION FOUR

- (a) Suggest five factors which could necessitate changes in the size of the workforce in an organisation. (5 marks)

- (b) Analyse five conditions which might be fulfilled for collective bargaining to be effective. (10 marks)

(Total: 15 marks)

QUESTION FIVE

- (a) With reference to pay structures, distinguish between “broad banded” and “job family”. (4 marks)

- (b) Analyse six guidelines to be followed to enhance effectiveness of job interviews. (6 marks)

- (c) Describe five factors which could have led to increased significance of human resource management function in organisations today. (5 marks)

(Total: 15 marks)

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