



**Riara School of Business**  
*Nurturing business innovators*  
**SEPTEMBER – DECEMBER 2017 TRIMESTER**  
**EXAMINATION FOR BACHELOR OF BUSINESS ADMINISTRATION**

**SATURDAY PROGRAMME**

**RHR 404: CASES IN HUMAN RESOURCE MANAGEMENT**

**DATE: DECEMBER 2019**

**TIME: 2 HOURS**

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**INSTRUCTIONS**

- i) Answer question one and any other two**
  - ii) Marks allocated to each question are shown at the end of the question**
  - iii) Arrange your work neatly and indicate the questions answered in the Examination booklet**
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**QUESTION ONE COMPULSORY (30 MARKS)**

**JACK NELSON S PROBLEM**

As a new member of the board of directors for a local bank, Jack Nelson was being introduced to all the employees in the home office. When he was introduced to Ruth Johnson, he was curious about her work and asked her what the machine she was using did. Johnson replied that she really did not know what the machine was called or what it did. She explained that she had only been working there for 2 months. However, she did know precisely how to operate the machine. According to her supervisor, she was an excellent employee.

At one of the branch offices, the supervisor in charge spoke to Nelson confidentially, telling him that something was wrong, but she didn't know what. For one thing, she explained, employee turnover was too high, and no sooner had one employee been put on the job than another one resigned. With customers to see and loans to be made, she continued, she had little time to work with the new employees as they came and went.

All branch supervisors hired their own employees without communication with the home office or other branches. When an opening developed, the supervisor tried to find a suitable employee to replace the worker who had quit. After touring the 22 branches and finding similar problems in many of them, Nelson wondered what the home office should do or what action he should take. The banking firm generally was regarded as being a well-run institution that had grown from 27 to 191 employees during the past 8 years.

The more he thought about the matter, the more puzzled Nelson became. He couldn't quite put his finger on the problem, and he didn't know whether to report his findings to the president.

### Questions

1. What do you think is causing some of the problems in the bank's home office and branches?  
(4 marks)
2. Discuss **Five** main Issues in the case that relate to Human Resource management (10 marks)
3. Explain **Three** ways in which the issues above be resolved before they impact negatively in the whole organization process  
(6 marks)
4. Do you think setting up an HR unit in the main office would help? Explain five specific functions the HR unit should carry out  
(10 marks)

### QUESTION TWO

Yvette recently joined Global Chemicals as the Human Resources Director, a company with over 2000 employees in 5 different locations across the world. Before joining Global Chemicals she served in the same capacity in a relatively smaller company with fewer staff. During the first one month at Global Chemicals Yvette noticed that the company has one major challenge, dealing with diversity issues. Recently the company had been sued by a former employee on grounds of racial discrimination and more employees have left the organization citing discrimination on other grounds which revolve around diversity management. Yvette feels she needs to address the issues with urgency otherwise the company will face more legal battles

1. Discuss three possible diversity dimensions that Yvette could be dealing with in the organization  
(6 marks)
2. Explain three diversity Management strategies that Yvette can employ to address the issues raised in the case above  
(6 marks)
3. Other than diversity management, discuss any other three challenges that managers like Yvette deal with in managing global HR  
(8marks)

### QUESTION THREE

Magone Construction Company is a small firm that started five years ago. The Company has experienced impressive growth in the last five years in market share and this has led to an increase in the employee numbers from 15 to 50. The company has no "HR specialist" on board and has outsources some key HR functions since its inception. For recruitment of new staff the company has mainly has used DG HR Consulting firm to recruit its staff, including its technical staff. In the last 1 year the company has noticed with concern that the Technical staff recruited for them by the consulting firm seem to be inexperienced and not a proper "fit" for their firm. MCC is considering hiring a "resident HR" specialist to take up some key HR functions.

a) Discuss **Three** advantages and two disadvantages of outsourcing HR function as in the case above **(10 marks)**

b) Describe **Five** recruitment sources the new HR specialist can use to fill vacant positions in the company **(10 marks)**

#### **QUESTION FOUR**

Ms. Kimende had worked for Grogon Company since its inception in 2011 as marketing manager. She proceeded on maternity leave on the 14<sup>th</sup> June 2018 and resumed her duties at Grogon Company on 20<sup>th</sup> September 2018. On arrival to the office she was given a letter informing her that she was no longer the Marketing Manager but had been redeployed as the Deputy Manager Research and Development and was to report to the head of R&D. she was further advised that her Salary and benefits would remain the same but some allowances that she was entitled to as the Marketing Manager were withdrawn with immediate effect. Mr. Kimende was devastated on receiving the letter. On asking her immediate supervisor why such an action had been taken against her, poor performance was cited as the main reason for her redeployment. Ms. Kimende later left the office and contacted her lawyer to sue her employer.

a) Is Ms. Kimende justified in suing her employer? Discuss **(6 marks)**

b) Explain three ways the HR manager handle the issue cited in the case above **(6 marks)**

c) From the case above, there seems to be performance management issues in the company. Discuss the disadvantages of poor performance management systems to a firm **(8marks)**

**\*\*\*\*\*END\*\*\*\*\***