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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR  
SECOND YEAR, SECOND SEMESTER EXAMINATION  
FOR THE DEGREE OF BACHELOR OF SCIENCE  
(BUSINESS ADMINISTRATION)

Date: 13<sup>th</sup> December, 2023  
Time: 11.30am –1.30pm

**KHR 001 - INTRODUCTION TO HUMAN RESOURCE MANAGEMENT**

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

**QUESTION ONE (30 MARKS)**

**SASLA Solutions - Ethical Dilemmas in HRM**

SASLA Solutions is a rapidly growing technology firm with a diverse workforce. The HR department plays a pivotal role in ensuring smooth operations and fostering a positive work environment. However, recent incidents have raised concerns about ethics and professional conduct within the HRM practices at the company. SASLA Solutions has been accused of engaging in unfair hiring practices. Employees allege that certain candidates are given preferential treatment based on personal connections rather than merit. There are concerns about nepotism and a lack of transparency in the recruitment process. An internal audit reveals gender-based pay disparities within the organization. Female employees in similar roles as their male counterparts are receiving lower compensation. This discovery has led to discontent among the workforce, with employees demanding equal pay for equal work. An HR executive inadvertently discloses sensitive employee information during a team meeting. The breach includes details about individual performance reviews, salary negotiations, and pending promotions. This incident has raised concerns about the HR department's ability to handle confidential information.

Several employees have expressed dissatisfaction with the promotion process, claiming that promotions are biased and favor certain groups over others. Allegations of discrimination based on factors such as age, gender, and ethnicity have surfaced, causing unrest among employees. SASLA Solutions introduces a new employee monitoring system to increase productivity. However, employees feel that the surveillance measures are invasive, and their privacy is being compromised. The HR department is tasked with addressing these concerns while ensuring the company's interests are upheld. An employee reports unethical practices within the company to the HR department. Shortly afterward, the employee experiences unfavorable treatment, including exclusion from important projects and a sudden decline in performance ratings. There are suspicions of whistleblower retaliation. SASLA Solutions claims to prioritize diversity and inclusion, but the workforce remains predominantly homogeneous. Employees and external stakeholders raise questions about the authenticity of the company's commitment to diversity, especially in leadership positions.

### **Questions:**

- a) Advise the management of SASLA Solutions on ways to address allegations of unfair hiring practices to ensure transparency and equal opportunities for all candidates (6 marks)
- b) Highlight the steps that the HR department can take to rectify gender-based pay disparities and ensure equal compensation for employees in similar roles. (6 marks)
- c) Describe ways through which SASLA Solutions can address allegations of discrimination in promotions and ensure a fair and unbiased promotion process (6 marks)
- d) Explain ways in which SASLA Solutions can establish an effective whistleblower protection program to encourage employees to report unethical practices without fear of retaliation (6 marks)
- e) Identify unethical HR practices experienced at SASLA Solutions (6 marks)

### **QUESTION TWO (20 MARKS)**

- a) When there is a shortage of staff and/or skills the Human resource plan should make provisions. Identify ways of dealing with employee shortage (6 marks)
- b) Policy is the framework within which organizations operate. Explain the features of a sound personnel policy (8 marks)
- c) Briefly explain the advantages of adopting a job rotation method of training in your organization (6 marks)

### **QUESTION THREE (20 MARKS)**

- a) Human resource managers are expected to be change agents in organizations where they work. Explain functions the human resource can do to ensure that change is embraced in the organization (8 marks)
- b) Kwust recently undertook a major job analysis exercise. As a HR practitioner, examine the importance of undertaking such an exercise (6 marks)
- c) Reward refers to all forms of pay made to employees arising from their employment. Explain the benefits of maintaining a competitive reward system (6 marks)

### **QUESTION FOUR (20 MARKS)**

- a) Mr. Nuru is the human resource manager at Lewa Company. He has prepared a schedule on how employees will be attending training and development sessions throughout the year. Evaluate the challenges that the company is likely to face during the training period (8 marks)
- b) Rubi company ltd is currently facing high employee turnover. Examine the reasons that could lead to high employee turnover (6 marks)
- c) Outline the basic principles should be followed at the time of placement of an employee on the job (6 marks)

### **QUESTION FIVE (20 MARKS)**

- a) Explain and **FIVE** issues that a human resources manager should address in order to implement high performance working. (6 marks)
- b) With an aid of a diagram, Illustrate the human resource planning process in an organization of your choice (8 marks).
- c) Your organization is planning to carry out the recruitment of a Human Resource office. You have been tasked to carry out the process. Draft a job specification that would be used in advertising the job (6 marks)