



CHRP EVENING CLASS

EMPLOYEE RESOURCING

ANN THUO

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INSTRUCTIONS: ANSWER ALL QUESTIONS IN SECTION A AND ANY TWO QUESTIONS FROM SECTION B.

SECTION A:

Case : Mawe limited.

Mike graduated from the University three years ago and has been jobless ever since he graduated. Last month he visited his former college and saw this advert.....

”Are you qualified to a degree level, highly self-motivated, diligent and keen to make a fortune? Then you could be the person for us ! We are looking for confident, young graduates to join our Financial Advisory team. Excellent prospects and high earning potential. Call us to find out more.....

With nothing to lose, Mike made the Phone call and within the week found himself outside the office of Mawe limited about to go for an interview with Mr. Onyang. The lady at the reception escorted Mike into a large open plan office, full of desks occupied by men in dark suits and brightly coloured ties and Mr. Onyango was among them.

“I have your interviewee, Mr. Onyango” “Thanks, Brenda.” Mike?

Mike soon learned that the job involved being part of Dave’s team selling financial products-particularly investments plans with life cover. There was no fixed salary but he would be paid on a commission-basis only and would have “self- employed” status. However, the bonuses were good; potentially they were high if he reached Dave’s level who, as a team leader, also received a percentage from all his sales team.

During the next half-hour, Dave read through Mike’s application form and asked a series of questions. He enquired about Mike’s background and seemed particularly interested that

Mike had been to a private school. He also noticed that Mike was a keen golfer. The interview was not as Mike expected : It was more like a chat than the formal process he had learned at Business School. In fact, it was a greater surprise that the job description was not revealed. It looked like a subjective process right from the job analysis to the actual employment. “Right”, said Dave, “let’s give you a tour of the office then we’ll finish this off in the bar across the road: That’s where I can find out if you’re the right man for the job;- you know, find out if we’d be able to work together.

As they wandered around the large air-conditioned office, Dave explained that the teams were in competition with each other so, a good team spirit with everyone “singing from the same hymn sheet” was essential. He added, “there’s no room for mavericks in my teams. We work together and we play together-it’s all part of building up good team spirit and getting sales. There’s a lot of banter, you know, use of nicknames, that sort of thing but it’s all part of the culture of this place. They must have taught you all about organizational culture at the Business School.

As they walked between the desks, Dave exchanged a few pleasantries and a few light-hearted insults with the various sales advisors. He continued to explain to Mike, “one of the most important things you need to know about this place is that you are very much seen as an individual. Okay, you’d be part of my team but you work on your own and you sink or swim according to your own abilities. You could come to me for advice but I’d be expecting you to work very hard. I’ve got no room for passengers on my team.”

Mike was unsure whether to respond but commented. “I work well on my own and I’m not scared of hard work.”

Dave nodded approvingly. “Good. This is a tough job. It is all about closing a deal. I can teach you basics but the drive comes from within. Sometimes you’ve got to be ruthless for the sake of your own bonus and team. You see that chart over there? You see the long line?” Mike stared at a multicoloured chart that had everyone’s name listed down the side and a performance line alongside. One of the lines stretched noticeably farther than the rest. It was Dave’s outstanding performance, Mike came to understand later. He loudly bragged about it, “None of these people can get anywhere near me!” This created a few smirks and some obscene gestures before Dave said in a joking tone, “come on, let’s leave these ladies to it.

“Funny you should say that,” ventured Mike. “Aren’t there any ladies working

here?”

“Sure”, said Dave, “all the girls are on the next floor. They handle the paperwork.”

“So don’t they apply for the Sales Advisor jobs?” asked Mike.

“Yes, they apply, but they don’t get them because they tend not to have the drive and hardnosed attitude to sales. But we’re not prejudiced here, it’s just that skills are used where they are best suited. For instance, you’ll see we’ve got some Asians in the office. They’ve got excellent contacts, particularly among their families, who have more and are willing to invest it in the financial products we sell. You can also see that we have few of typical black Africans because they have a different attitude towards investments.”

Dave checked his watch and announced that it was time for them to finish off the interview in the bar across the road. He added, “Besides, I’m desperate for a cigarette. That’s one of the downsides of working here-it’s a non-smoking office. Bloody discrimination if you ask me.”

QUESTION ONE

- a) The interview was not as Mike expected. With reference to Mawe Limited, discuss the steps in the selection process that Mike would have expected to go through. (10 Marks)
- b) Mike's Job description was not revealed to Him. Analyse Five challenges that Mike may encounter for not having a job description. (10 Marks)
- c) Explain Three Challenges that you have noticed with Mawe's resourcing strategy. (10 Marks)
- d) As an employee resourcing expert, evaluate whether it is necessary for Mawe Limited to have a policy on equal opportunity. (10 Marks)

SECTION B

QUESTION TWO

- a) Tatu Enterprises Limited has been in operation for the last three years. The directors are concerned about the increasing labor costs in the organization and have approached you for advice. As a Human Resource Management Consultant, examine the methods that may be used to control labor costs in the organization. (7 Marks)
- b) Wawal Company Ltd., which employs over 1000 employees, intends to carry out job analysis. They are however not sure about the job analysis techniques they can use. As an Employee Resourcing expert, advice them on the techniques they can use. (7 Marks)
- c) With the help of relevant examples, discuss at least three elements in a job that are usually analyzed. (6 Marks)

QUESTION THREE

- a) Human Resource specialists advocate for the development of systematic human resource plans in organization. Explain the challenges of human resource planning in an organization. (6 Marks)
- b) Analyze the techniques available for demand forecasting in an organization. (7 Marks)
- c) Briefly explain the steps in human resource planning. (activities in human resource planning). (7 Marks)

QUESTION FOUR

- a) Compliance Ventures Limited as an international company which has opened a new branch in the country. The directors intend to carry out a thorough analysis of the local labour market. As a Human Resource Management expert, explain the factors that should be considered in this exercise (7 Marks)
- b) Kijani Limited intends to open a new branch in a neighboring country. The management intends to recruit employees for the organization. Explain the steps that the management should follow in the recruitment process. (7 Marks)
- c) Physical examination is an important step in the selection process. discuss the significance of conducting physical extermination. (6 Marks)

QUESTION FIVE

- a) According to the Employment, an employee may be summarily dismissed for gross misconduct. Explain the circumstances which may lead to summary dismissal according to the employment act. (7 Marks)
- b) What legal criterial must employers follow before termination. (7 Marks)
- c) Write short notes on the contract of service as explained in the employment act. (6 Marks)