



Kasarani Campus
Off Thika Road
Tel. 2042692 / 3
P. O. Box 49274, 00100
NAIROBI
Westlands Campus
Pamstech House
Woodvale Grove
Tel. 4442212
Fax: 4444175

KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2022/2023 ACADEMIC YEAR
SECOND YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF EDUCATION (ARTS)

Date: 14th December, 2022
Time: 8.30am –10.30am

KBA 2430 - HUMAN RESOURCE MANAGEMENT

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

Study the case study below and answer the questions that follow.

Clean shelf Supermarket

Clean-Shelf Supermarket is a retail chain that was established and run in Kenya in the year 2002 and has been in operation ever since. Clean-Shelf Supermarket pride itself in continuously adapting to the numerous changes in the retail industry. Tier-3 retailer Clean-Shelf Supermarkets has taken over space at Shujaa Mall in Kayole Estate, Nairobi, which debt-ridden store Nakumatt previously occupied. Clean-Shelf now has 10 stores, with plans underway to open an additional branch later in the year. The retailer, owned by three brothers, employs about 800 staff and has stores across the country including in Kerugoya. This latest branch in Kayole, co-founder and Managing Director Timothy Kihara said, would tap into the vast number of people residing in the Eastland's neighborhoods. "Traditionally, people associate Eastlands with a population that lacks buyer power but this is not the case here. The mall is surrounded by affluent estates and a vast population that craves a great shopping experience, which was the inspiration behind this store's opening," said Mr Kihara. "This branch provides employment opportunity to 100 people directly and hundreds of others through the supply chain indirectly. The expansion drive comes in the wake of growth strategies of its main rivals Tuminai and Quickmart Supermarkets that have in the recent past opened new branches and established new partnerships to this end.

The Clean-Shelf chain of supermarkets, in Kenya faces challenges in implementing its reward policies due to limited financial resources and its business strategy of cost-effective leadership, aiming to lower its operating costs to remain competitive. It is also experiencing external competition from other players in that industry. As such, the HR personnel strive to establish competitive pay rates so that the organization can attract and retain the right talent. They compare their compensation rates to the rates in published surveys to gauge their competitiveness. Legal considerations are also on the mind of HR personnel who manages compensation programs. In addition to being competitive with the external market, pay must be equitable internally within the organization.

Companies generally want to reward high performers with more money and try to create pay differences between employees in the same job to recognize outstanding performance. However, HR must be mindful that it's against the law to pay employees who perform the same work differently due to any form of biasness. The HR staff design programs to successfully motivate employees to perform at their best and that recognize and reward employees for their contributions in a way that's affordable to the company. However, the human resource manager has also advised the management on training the employees to enhance the overall performance of the company.

Required:

- i) Identify the role of human resource manager at Clean-Shelf in ensuring success of the company (6 marks)
- ii) Give reasons why the human resource manager at Clean-Shelf should strive to establish competitive pay (6 marks)
- iii) Highlight the main challenges facing Human resource management in this supermarket (6 marks)
- iv) Explain the benefits the supermarket will gain by adopting an effective reward policy (6 marks)
- v) Highlight the training methods the supermarket can adopt to have well trained staff (6 marks)

QUESTION TWO (20 MARKS)

- a) Salsa Limited has been experiencing high employee turnover in the recent years. The human resource experts informed the management that they are likely to lose more of their qualified staff unless they review their salaries. Examine how conducting a salary review will benefit Salsa Limited. (10 marks)
- b) Training has become the cornerstone to high performance in organization today. Evaluate factors that a human resource trainer should consider when designing a training programme. (10 marks)

QUESTION THREE (20 MARKS)

- a) KWUST wants to employ a welfare officer to handle matters on employee welfare. They have requested you to help them draft the following documents in order to advertise the job.
 - i) Prepare the job description (12 marks)
 - ii) Prepare the job specification (8 Marks)

QUESTION FOUR (20 MARKS)

- a) Your organization has embarked on a two-year massive growth plan. The management has requested you to give a talk on the importance of human resource planning. Examine the points you will cover in your talk (10 Marks).
- b) You have been appointed as the new human resource manager of Mwihoko Limited. Advise the management on the importance of conducting performance appraisal. (10 Marks)

QUESTION FIVE (20 MARKS)

- a) You have been appointed by His Excellency the President to the position of Principal Secretary, State Department for Labour in the Ministry of Labour and Social Protection. Explain ways by which you will deal with the high rate of unemployment currently being experienced in the Country (10 marks)
- b) Employee welfare has an impact not only on the individual, but also to the organization. Discuss strategies that an organization can adopt to enhance employee welfare (10 marks)