



MUEO

**MOI UNIVERSITY**

**OFFICE OF THE DEPUTY VICE CHANCELLOR, ACADEMIC  
AFFAIRS, RESEARCH & EXTENSION**

**UNIVERSITY EXAMINATIONS  
2013/2014 ACADEMIC YEAR**

***SECOND YEAR END OF SEMESTER I/II EXAMINATIONS***

**FOR THE DEGREE OF  
BACHELOR OF BUSINESS MANAGEMENT**

**EXAM CODE:-           BBM 203**

**COURSE TITLE:-   HUMAN RESOURCE MANAGEMENT**

**DATE:- 9<sup>TH</sup> JUNE, 2014**

**TIME:- 9.00A.M. - 12.00 NOON.**

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**INSTRUCTION TO CANDIDATES**

➤ **SEE INSIDE.**

**THIS PAPER CONSISTS OF (2) PRINTED PAGES**

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## BBM 203: HUMAN RESOURCE MANAGEMENT

Time: 3 Hours

**INSTRUCTIONS:** Answer question ONE and ANY other THREE questions.

### Disciplinary Process at Sun City

At the Sun City restaurant in Pleasant Hills, Pennsylvania, a waitress was fired for stealing a guest comment card that was critical of her. Having worked for Sun City for almost 20 years, the employee naturally was very upset about being terminated for such an infraction.

While situations such as these happen in many organizations, it is the disciplinary due process at Sun City that is not common. In disciplinary situations such as these, employees at Sun City can request that their situation be reviewed by a panel of other Sun City employees. Instead of filing a lawsuit against Sun City, which likely would have happened, the discharged employee had her case heard by a peer review panel composed of five employees in the Sun City chain, not necessarily from her specific location. The panel was composed of a bartender, food server, hostess, assistant manager, and a general manager. Here are the facts they heard. According to the manager of the Pleasant Hills restaurant, the waitress was fired because she took a customer comment card from the comment card box.

On the customer's card, the customer had called the waitress "uncooperative" and said that the prime rib served had been too rare. The irate customer complained to both the shift supervisor and the restaurant manager about the food and the waitress's service. Through facts not clearly identified, the customer learned that the waitress had retrieved the critical comment card, which angered the customer more. Based on these facts, the policy in the red and the Lobster handbook about unauthorized removal of company property, the Pleasant Hill manager terminated the waitress.

The waitress stated her case by noting that the customer had asked for a well-done prime rib. When she received it, the customer explained that it was too rare and that it had too much fat on it. Although the waitress explained that prime rib always has fat on it, the customer was not mollified; so the waitress had the prime rib cooked more. Still unhappy, the customer dumped steak sauce on it and pushed her dinner away. Despite being offered a free dessert by the



waitress, the customer demanded the bill, completed a comment card, and dropped it in the locked customer comment box. She then left the restaurant.

Wanting to know what was said, the waitress asked the hostess for the key, unlocked the box, and pocketed the card. Support for the waitress came from the hostess, who stated that other people had requested and received the key to the comment box lock in the past.

After deliberating in the case, the peer review panel ruled that the waitress had not intentionally stolen company property. Further, the panel found that the manager had overreacted with an otherwise satisfactory employee, and a written disciplinary notice would have been more appropriate. In its final decision, the panel decided that the waitress would receive reinstatement to her job; but that she would not receive the three weeks' back wages she had requested.

Interviewed several months later, the waitress indicated that the manager treated her professionally and had given her some accommodations when the waitress hurt her back.

### **Questions**

- i) Critique Pleasant Hills' customer feedback approach as an employee appraisal tool. How would you have done it differently? **(10 marks)**
- ii) Discuss the importance of consistent rule enforcement and due process in disciplinary situations such as this. **(10 marks)**
- iii) What do you see as the advantages and disadvantages of using peer review panels? **(5 marks)**

### **Question Two**

Recruitment is commonly considered to be a set of processes designed to attract candidates for employment, whereas selection encompasses the processes by which the most suitable candidates are chosen.

- (a) Describe and explain what organizations should do before they set out to fill a vacancy caused by someone's departure, retirement or resignation. **(9 marks)**
- (b) Explain the extent to which an organization can shape its attractiveness to talented candidates in the labour market. **(6 marks)**

### **Question Three**

You are writing a training programme for new HR professionals in an organization with a well-established human resource planning (HRP) process. You have already written a module on the processes of HRP. Your next module is about the benefits of HRP and how these benefits can be realized. In preparation for your task:

- (a) Explain the benefits of HRP to organizations. (5 marks)
- (b) Demonstrate how **each** of the major areas of HRM can be linked to the HR plan and show how this linkage could add value to the organization as a whole. (10 marks)

### **Question Four**

- (a) What is meant by “continuous appraisal” and justify its appropriateness to the various participants in the appraisal process? (7 Marks)
- (b) An important aspect of appraisal is the development of trust between the appraising manager and the employee being appraised. In what ways can a worthwhile degree of reciprocal trust be created between these two parties to the appraisal process? (8 Marks)

### **Question Five**

- (a) Discuss any **FIVE** principles that should inform a human resource professional when developing and implementing a firm’s compensation philosophy. (10 marks)
- (b) Explain how the job itself can be used as form of compensation to employees. (5 marks)

### **Question Six**

The relationship between the employer and the employee is implied from a psychological contract. However in most countries this relationship is expressly created in statute. Identify the various legislations that set out that relationship in Kenya pointing out the duties and obligations of either party. (15 marks)