



PAN AFRICA CHRISTIAN UNIVERSITY

BACHELORS OF COMMERCE

END OF TERM EXAMINATION

DEPARTMENT: BUSINESS

COURSE CODE: BUS 3334

COURSE TITLE: CONTEMPORARY ISSUES IN HUMAN RESOURCES MANAGEMENT

EXAM DATE: March, 29TH 2016 ROYSAMBU CAMPUS

TIME: 1400HRS – 1700HRS

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer five questions in Section A and any other Three questions in Section B.
- Write your **student number** on the answer booklet provided.

The comprehension below will assist you to answer question One and Two

ZK LIMITED (ZKL)

ZK Limited (ZKL) is manufacturing company operating in the food and beverage industry. The company which commenced business ten years ago has significantly expanded its operations but is currently experiencing the following challenges:

- Lack of a formal organizational structure.
- Inadequate communication systems
- Low employee motivation
- Inefficient control systems
- Inefficient production systems

The management of ZKL recently held a brainstorming meeting, where the newly appointed business manager made the following observations and proposals for overcoming the challenges facing the company.

1) Organizational structure

In order for ZKL to take advantage of efficiency gains through economies of scale, the business manager suggested that it was necessary to introduce standardization of certain processes. To achieve this, a functional organization should be introduced.

2) Effective communication

Although the managers of ZKL communicated frequently and freely amongst themselves and with their staffs, there was need to establish formal channels of communications to ensure that information was received and understood by all the staff. Towards this end, the business manager recommended the following communication channels; team briefs whereby the managers would brief the directors, the managers would then brief their subordinates so that there was information flow downwards from the top to the lowest level in the organization. ZKL would also encourage feedback from subordinates which would reach top management through the terms briefs. This channel of communication would also encourage a much needed two-way communication process in the organization. Bulleting boards and committee would be used to communicate specific issue affecting the company

3) Motivation

The business manager noted that a well motivated staff was critical to the objectives of ZKL. In this connection, it was important to introduce a reward system in the form of a profit sharing schemes and promotions of staffs among other incentives in a bid to enhance staffs motivations. The business manager further recommended that managers at ZKL should undertake a management development program. This program would benefit both the organization and the individual managers.

4) Control systems

The organization manager explained the need for evaluation the control processes and ensuring optimal utilization of resources on an ongoing basis in order to accomplish ZKL, the management needed to not only understand the purpose of the controls but also how to share information with the staff. The rapid growth of ZKL demanded effective controls in order for the company to remain on course in achieving its objectives both in the short-run and in the long-run. The business manager proposed operational controls, budgetary controls, internal controls and production controls as some of the controls that needed to be instituted in ZKL.

Just in time (JIT) system

Finally, the business manager noted that for efficient production and supply management in ZKL, a JIT system was necessary. According to the business manager, the JIT system would enable ZKL increase efficiency by among other things, receiving goods when required in the production process thereby reducing inventory costs.

QUESTION ONE

- (a) Discuss **five** benefits that would accrue to ZKL from adopting a functional organizational structure. (10 marks)
- (b) Analyze **five** issues that you would address in order to ensure that internal communication in ZKL is effective. (5 marks)
- (c) Examine **five** merits of implementing the management development program for the managers of ZKL. (5 marks)

QUESTION TWO

- (a) Explain **five** reasons why it is important to institute controls in ZKL. (10 marks)
- (b) Justify the need for a just-in-Time (JIT) system for the production and supply management processes in ZKL. (10 marks)

QUESTION THREE

- a) Explain **five** benefits of inducting employees in an organization (10 marks)
- b) Explain **five** limitations associated with a bureaucratic system of management in an organization (10 marks)

QUESTION FOUR

- a) Outline **five** factors that an organization should consider when preparing a budget.(10marks)
- b) Analyze **five** benefits of ethical behavior in an organization. (10 marks)

QUESTION FIVE

- a) Evaluate **four** limitations of the scientific management school of thought. (4 marks)
- b) Discuss the **three** phases of the Kurt Lewin change model. (6 marks)
- c) Examine **five** factors that an organization should consider before decentralizing its operations. (10 marks)

QUESTION SIX

- a) Outline **five** reasons why policies are important in strategic management. (5 marks)
- (b) Explain **five** benefits of motivation in an organization (10mrks)
- (c) Explain **five** courses of and how they can be solved (10mark)