MACHAKOS UNIVERSITY

University Examinations for 2018/2019 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

THIRD YEAR SECOND SEMESTER EXAMINATION FOR

BACHELOR OF COMMERCE

BBA 308: HUMAN RESOURCE MANAGEMENT II

DATE: 16/4/2019 **TIME: 8:30 – 10:30 AM**

INSTRUCTIONS

Answer question ONE and any other TWO questions

QUESTION ONE (COMPULSORY) (30 MARKS)

MANAGING DIVERSITY

Managing Diversity means maximizing diversity's potential advantages while minimizing the potential barriers – such as prejudices and bias – that can undermine the functioning of a diverse workforce.

In practice, diversity management involves both compulsory and voluntary actions. However, compulsory actions (including EEO compliance) can't guarantee a close-knit and thriving community. Diversity management therefore also relies on taking steps to encourage employees to work together productively.

Top-down programs

Typically, this starts at the top. The employer institutes a diversity management program. One aim here is to make employees more sensitive to and better able to adapt to individual cultural differences. One diversity expert concluded that five sets of voluntary organizational activities are at the heart of the typical company-wide diversity management program. We can summarize these as follows:-

Provide strong leadership. Companies with exemplary reputations in managing diversity typically have CEOs who champion the cause of diversity. Leadership means, for instance, becoming a role model for the behaviours required for the change.

Assess the situation. One study found that the most common tools for measuring a company's diversity include equal employment hiring and retention metrics, employee attitude surveys, management and employee evaluations and focus groups.

Provide diversity training and education. The most common starting point for a diversity management effort is usually some type of employee education program.

Change culture and management systems. Combine education programs with other concrete steps aimed at changing the organization's culture and management systems. For example, change the performance appraisal procedure to appraise supervisors based partly on their success in reducing inter-group conflicts.

Evaluate the diversity management program. For example, do employee attitude surveys now indicate any improvement in employees' attitudes toward diversity?

One write advocates a four-step "AGEM" diversity training process: Approach, Goals, Executive commitment and Mandatory attendance. First, determine if diversity training is the solution or if some other approach is more advisable. If training is the solution, then set measurable program goals, for instance, having training participants evaluate their units' diversity efforts. Next, make sure a high-visibility executive commits to the program. Finally, consider making participation in the training mandatory.

(Human Resource Management, Thirteen edition, 2013 by Gary Dessler)

a) Discuss the concept of equal employment opportunity (EEO) (10 marks)

b) In order to manage diversity, some organizations prefer to use job rotation and job enrichment to develop their staff. Discuss. (10 marks)

c) Companies with exemplary reputations in managing diversity typically have CEOs who champion the cause of diversity. Discuss. (10 marks)

QUESTION TWO (20 MARKS)

a) Document how planning contributes to success of an organization. (10 marks)

b) Explain the process of selection of employees. (10 marks)

QUESTION THREE (20 MARKS)

a) Discuss five ways in which performance appraisal reports are useful to an organization. (10 marks)

b) Explain the need for an organization to develop a compensation system that it may use as far as compensation of its workers is concerned. (10 marks)

QUESTION FOUR (20 MARKS)

a) Explain five forms of separation from employment by the employee. (10 marks)

b) Discuss the need for an organization to manage performance of its employees. (10 marks)

QUESTION FIVE (20 MARKS)

a) Discuss the Human Resource Audits. (10 marks)

b) Explain the factors that determine employees' compensation. (10 marks)