



Part C – Essay Questions

Answer only Three (03) questions from Part C including question number 1.

Marks allocation: 50

1. Answer section (I) and (II)

Section (I)

Part of strategic planning in HR is mapping an organization's human capital. When we look at the strategic value of a person's skills as well as its uniqueness, we soon discover that the organization comprise different kinds of workers who have very different kinds of skills. In this context, it is unlikely that we would manage all of these employees the same way (as much as we might want to for fairness). There are differences in HR practices for different groups. That's not bad, but it makes the job of managers more difficult.

Below are descriptions of two different employees. Describe the key characteristics of the following HR practices that you would use for each of them.

- a) Job Design
- b) Training and Development
- c) Compensation

Mala is a highly talented computer programmer for MoonMicro Systems. She is among the elite set of engineers in the computer industry that is doing leading edge work on advance computer software programming. In truth, CEO believes that the future of the company rests on the innovative work that Mala and her team is doing. CEO worries that someone might attract Mala away form them. So CEO wants to give her all the room she needs to grow and stay committed to MoonMicro Systems.

Kamal is a sales person on the retail side of MoonMicro Systems. He has daily contacts with customers and is responsible for making sales and communicating with service personnel. Make no mistake, to many customers, Kamal and his co-workers are the face of MoonMicro. Always on the lookout for a better situation, Kamal has thought about working for Softlogic PLC, MoonMicro's main competitor. Their skills are very transferable and the transition is not difficult. CEO and other managers at MoonMicro recognize this fact, so they try to keep sales people loyal and productive, recognizing that many of them do finally leave.

(15 marks)

Section (II)

Briefly discuss any three of the following questions

- a) Describe the criteria necessary for firms to achieve sustained competitive advantage through people
- b) Describe how human resource planning is integrated with strategic planning
- c) We have to examine the need to match overall business strategy of an organization with the strategy within the human resource areas of an organization. Elaborate and comment
- d) To work with people effectively, we have to understand human behavior, and we have to be knowledgeable about the various systems and practices available to help us build a skilled and motivated workforce. List down and briefly explain effective people managing practices to build a skilled and motivated workforce

(15 marks)

2. Below are some comments made by some managers and executives about Training & Development practices of ACE PLC?

- "Send my people to training – not me!
- It is waste of time, it costs too much, and it doesn't work,
- I need my people to do some real work, not sit around and talk about some theoretical ideas that they can't apply on the job"

You are required to advice the ACE PLC management to overcome the above problems on training and development practices (10 marks)

3. Briefly explain the internal and external factors which can effect deciding an employee's wage (10 marks)
4. It is said that Managers need to be flexible. Should this apply to Human Resource Managers as well? Give reasons for your answer. (10 marks)
5. Briefly explain the advantages and disadvantages of filling the vacancies from internal sources (10 marks)