JULIUS NYERERE SCHOOL OF SOCIAL SCIENCES

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

BACHELOR OF SCIENCE HONOURS DEGREE

IN HUMAN RESOURCE MANAGEMENT

LEVEL 1 SEMESTER 1

EXAMINATION QUESTION PAPER

MODULE CODE	**HRMH111/PSYH114**
MODULE NARRATION	**HUMAN RESOURCE MANAGEMENT**
DATE	
DURATION	**3 HOURS**

INSTRUCTIONS TO CANDIDATES:

- Answer all questions in section A and any **two** questions in section B.
- Section A carries **40** marks and each question in section B carries **30** marks.
- Questions may be answered in any order.

SECTION A

Case Study-Human Resources Crisis at the Hotel

The customer complaints file on Bernardo Alves' desk was bulging with letters received over the last few weeks. He had never known a period like this. Short staffed for the last three months and with unsuitable recruits being asked to take on quite responsible jobs without training, no wonder customers were fed up with the service. Hotel rooms had been over booked, no porters were available for the whole week because of illness and the restaurant seemed to be making a habit of serving hot dishes stone cold. As deputy manager of the hotel Bernardo wondered why the owners had not taken up his suggestion two years ago to create a specialized human resources department. The owners had rejected the proposal stating that it would cost too much and that it was better for 'such matters to be dealt with by each of the departmental managers.'

The trouble was that these managers were not experts at recruiting, training or even retaining staff. They were good at their jobs, whether it be reception, kitchen, conference organizing, housekeeping and so on, but Bernardo had never rated their people management skills very highly. Labour turnover as high in all departments other than reception and that seemed to be over staffed but under trained and inefficient, judging by the number of computer errors being made. The departmental managers did not enjoy recruiting staff and so they all depended on external agencies to select new recruits. They did this, at a cost, but they often failed to explain to new recruit the stress of working in a busy hotel. Bernardo decided to dust off his two year old report to the hotel's owners attach the most recent letters of complaint to it and try once again to convince them that specialist management of people was just as important as specialist managers in other areas of the business.

Source: Adapted from Stimpson, 2003

1. a) Explain human resources problems identified in this case. (10)

   b) With each of these problems, explain how they might be tackled by a professional human resources manager. (15)

   c) Explain why the owners of the hotel were reluctant to appoint human resources specialist. (5)

   d) To what extent would the appointment of an HR manager be likely to increase the level of customer satisfaction at hotel? (10)

SECTION B

1. Examine the techniques used by managers to collect data for job analysis.

2. Assess the factors that make it difficult for human resource specialists to predict future manpower needs of an organization.

3. Assume that you are the human resource specialist at a cell phone and computer shop. Evaluate payment system you would use for your staff.

4. Examine the significance of Hawthorne effect to management interested in increasing worker productivity.

END OF EXAMINATION