



RIARA SCHOOL OF BUSINESS
NURTURING INNOVATORS
SEPTEMBER - DECEMBER 2022 TRIMESTER
EXAMINATION
DEGREE IN BUSINESS ADMINISTRATION
DAY PROGRAMME
UNIT CODE: RHR 404.
UNIT TITLE: CASES IN HUMAN RESOURCE MANAGEMENT

DATE: 30TH NOVEMBER 2022

TIME: 2 HOURS

SPECIAL INSTRUCTIONS

1. Write your REGISTRATION NO. Clearly on the answer booklet(s).
2. Answer Question One and ANY other TWO questions.
3. Questions in all sections should be answered in answer booklet(s).
4. PLEASE start the answer to EACH question on a NEW PAGE.
5. For the questions, write the number of the question on the answer booklet(s) in the order you answered.
6. Write on both sides of each leaf and indicate number of each question at the top of each page.
7. Write the answers in paragraph form unless stated otherwise.
8. Marks allocated to each question are shown at the end of the question.
9. All rough work must be done on the answer booklet and crossed through!
10. Use supplementary pages only when you have exhausted those in this booklet.
11. Fasten the supplementary pages to the inside back cover of this booklet.

QUESTION ONE: COMPULSORY (30 MARKS)

- a) Fifty year old Pambo, a leading ethnic wear retail chain of 147 stores, is well known for its craft-based jewelry, clothing, home furnishings, furniture, organic food and spices, amongst a host of other products sourced from artisans across the country. The company has seen exponential growth since 2018. Fifty stores were added in just the past two years. This near vertical trajectory has proved to be a challenge for the company on several levels including, the availability of manpower at short notice, inability to allocate enough time for training and development as people are expected to move into their roles quickly and most importantly, having to move people to higher responsibilities before they are ready.

Carry out a case analysis on Pambo. (Exclude step 3 in the case analysis process.)

- i. Step 1 (6 marks)
 - ii. Step 2 (5 marks)
 - iii. Step 4 (5 marks)
 - iv. Step 5 (4 marks)
- b) Explain the process you would undertake while clarifying facts? (4 marks)
- c) Case study analysis has not been widely adopted by organisations. Highlight the criticism that has been leveled against Case study analysis. (6 marks)

QUESTION TWO

- a) Distinguish each of the **FIVE** steps used in studying a case. (15 marks)
- b) Highlight **FIVE** aspects that you would consider when presenting a solution during case analysis? (5 marks)

QUESTION THREE

- a) You have noted, that many of the exams you have taken at Riara University have Case studies .Justify **FOUR** reasons of using case studies in learning. (12 marks)
- b) The Treasury has extended the External Hire Freeze citing the existing bloated wage bill within the public sector. As the HR Director in one of the parastatal you have been unable

to hire for the past 5 years. What **FOUR** options can you present to your Board of Directors on overcoming the challenges posed by the extension? **(8 marks)**

QUESTION FOUR

- a) As a Strategic HRM you are carrying out a case study on a competing company. Describe **FIVE** analysis errors you may experience. **(10 marks)**
- b) Diveristy has been encouraged in the workplace. Despite the benefits been known theoretically, many organizations have not made this a priority. Carry out The Five Why to establish what maybe the main reason for the shunning of diversity at the workplace. **(10 marks)**