



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

A. M. E. C. E. A
CITY CAMPUS

P.O. Box 62157
00200 Nairobi - KENYA
Telephone: 891601-6
Fax: 254-20-891084
E-mail: academics@cuea.edu

MAIN EXAMINATION

MAY – JULY 2016 TRIMESTER

FACULTY OF COMMERCIAL

DEPARTMENT OF MARKETING AND MANAGEMENT

CMH 414: STAFF INTEGRATION AND SEPARATION

Date: JULY 2016

Duration: 2 Hours

INSTRUCTIONS: Answer QUESTION ONE AND ANY OTHER TWO Questions

Q1. Read the case study below and answer the question that follow

STAFF TURNOVER

It was on a Friday morning and Mr. Omondi was sitting in his office having some serious thoughts on where he wants to take the company in the next five years. He smiled to himself that he had already worked on the economic engine and the company now sustain itself. This is a matter that the share-holders are very about and have infact extended his term by another three years in recognition of his efforts. The marketing department was soaring high with enhanced customer satisfaction reports. When he first took up the position, his email was full of complaints from customers who were not accorded the services they expected. This is however, something of the past and he has Mrs. Muweza to thank for her relentless efforts in putting the department on order.

Mr. Omondi thought through all the departments in the company and was satisfied with the results he had seen so far and the promising future he could see for the company no doubt this year COYA awards his company will get away with not just one award but several. He has no doubt that Mali Mingi Ltd will be awarded for its contribution to the contribution to the community through its generous CSR activities an award that had divided them narrowly last year.

His mind then shifted to the internal customers and he realized there was a lot that needed to be done though he could put his figure to the actual areas of

need. Mr. Zawadi had worked extra hard this year after the serious that he had with him during the close of last year's performance appraisal. He had indicated to him that he needed him to be more involved in employee matters and to come up with other non-monitory rewards that could be used to realize and applaud star performers. He wondered however, where the problem was because staff turnover was still high especially for certain employees whom he was banking on to work with to take the company to the next level. When he analysed the companies they were joining they were not paying more than them..... so why were these employees leaving? This question lingered in his mind for the rest of the day.

Required:

- a) Advise Omondi on some reasons that could be causing the high staff turnover. **(7 marks)**
 - b) A positive psychological contract is critical ingredient for employee on barding. However, this has been declining in organizations over the last years hence turnover account for this trend. **(5 marks)**
 - c) The quality of work life (QWL) is determinant of employee satisfaction with work and greatly influences retention. What is the responsibility of Mr. Omondi as the representative of the employer towards improving the workers QWL? **(5 marks)**
 - d) Employee placement and induction play a critical role in enhancing employee integration. In view of this statement
 - i Explain any FOUR importance of employee induction. **(8 marks)**
 - ii Give justification for proper placement. **(5 marks)**
- Q2.
- a) Employee integration and retention can best be explained using theories of motivation. Discuss THREE such theories showing how the management can use them. **(15 marks)**
 - b) Explain FIVE non-financial strategies that organizations use to enhance theory employee motivation. **(5 marks)**
- Q3.
- a) Employee retirement is a process. Discuss. **(10 marks)**
 - b) Outline FIVE specific objectives of employee participation in management. **(5 marks)**
 - c) Highlight FIVE pre-conditions for a successful employee participation programme. **(5 marks)**

- Q4. a) “Two heads are better than one” This is an old adage that underscores the importance of teamwork which is a strategy for creating commitment and loyalty in organizations. Explain any FIVE strategies that human resource managers can use to enhance team work. **(5 marks)**
- b) Dismissal is one of the methods of employee separation with the organizations.
- i Account for summary dismissal in organizations. **(5 marks)**
- ii Under what circumstances would the industrial court declare a dismissal as unfair. **(7 marks)**
- iii Explain the remedies for unfair dismissal. **(3 marks)**

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