



MUEO

MOI UNIVERSITY

**OFFICE OF THE DEPUTY VICE CHANCELLOR ACADEMIC AFFAIRS,
RESEARCH AND EXTENSION**

UNIVERSITY EXAMINATIONS

2013/2014 ACADEMIC YEAR

SECOND YEAR END OF SEMESTER I / II EXAMINATIONS

FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT

COURSE CODE: BBM 203

EXAM TITLE: HUMAN RESOURCE MANAGEMENT

DATE: 2ND OCTOBER, 2013 TIME: 2.00 P.M. – 5.00 P.M.

INSTRUCTION TO CANDIDATES

- ATTEMPT ANY FOUR QUESTIONS

Instructions: Answer Question ONE and ANY other THREE QUESTIONS

Question One:

Read the following case and answer the questions that follow.

Going Green Keeps New Belgium Brewing Company in the Black

Kim Jordan and Jeff Lebesch, the husband and wife founders of New Belgium Brewing Company, envisioned building a world class beer brand while minimizing the company's footprint on the planet. Nearly two decades later, they have built a workplace where employees are engaged and enthusiastic about supporting the company's environmental cause. New Belgium currently has 320 employees and generates \$96 million in annual revenues.

One of the secrets of the company's success is finding fun and communal ways for employees to be involved and not preaching from the top. "I think it is very important not to be heavy handed and instead set an example that employees can follow if they want to," says Jordan, New Belgium's chief executive officer.

The company gives employees ample ways to be environmentally conscious at work and in their free time. It also ties those efforts into its signature beer, *Fat Tire*, by encouraging bicycling. Each New Belgium employee is given a cruiser bike after one year of employment and roughly half of the employees based in Fort Collins, Colorado, commute by bike in the summer months. What is more, every summer the company hosts an 11-city event called *Tour de Fat*, where New Belgium employees dress in costumes and lead local residents on a bike tour. Not all of the company's initiatives are centered on bikes. New Belgium leases Toyota Prius hybrids for its sales force to drive to meetings.

The company also tries to make environmental sustainability a big force at the workplace. An on-site recycling center allows employees to recycle goods such as old car batteries and motor oil. The company also donates 1% of its profits to 1% *For The Planet*, a global philanthropic network. New Belgium also has been using wind-power electricity, a clean energy, since 1999

for its brewing process when employees voted to use wind power instead of electricity from the local coal-based utility company. Employees voted to subsidize the higher cost of wind-powered electricity over cheaper coal-based alternatives from their profit sharing bonuses.

One challenge has been keeping the feel of a close-knit community, even as the company grows quickly and adds employees in cities outside of the Fort Collins headquarters. Each month, New Belgium holds a videoconference meeting for all employees to discuss new developments, and every employee gets invited to an annual retreat. After five years of employment, each worker gets a one-week complimentary trip to Belgium to learn about Belgian beer culture.

Jordan says that employee ownership has also helped boost engagement. Employees own about 32% of New Belgium through a stock ownership plan, and the company practices open book management, hosting monthly meetings where it walks employees through the company's financial statements.

Chris Winn, the self-titled "event evangelist" for New Belgium, says the company has made the work environment fun and collaborative by letting employees be themselves and by not setting strict rules for employees to follow. "There is a lot of very different, dynamic people here," Winn says. "There is no element of them trying to beat that out of you."

Sources: New Belgium Brewing Company Web site. www.newbelgium.com;

Questions

- a) Suggest the motives behind New Belgium's green business practices? (8 marks)

- b) How do the specified HR practices in New Belgium keep employees in the loop so they feel involved with the company and part of a community? (10 marks)

- c) Borrowing a leaf from New Belgium, suggest relevant HR practices that a firm in specified industry or sector in Kenya can use to introduce fun into the workplace. Explain how each of the suggested activity will keep employees engaged and enthusiastic about their work and the company? (7 marks)

Question Two

- a) Explain the difference between training and development. *(6 marks)*
- b) What is meant by a “learning organization”. *(4 marks)*
- c) In reference to a learning organization, what are the respective responsibilities of the employee and the employer with regard to the development of the employee? *(5 marks)*

Question Three

- a) Outline and explain the principal processes in recruitment and selection. How have these process been influenced by the new constitution in Kenya? *(8 marks)*
- b) Outline the process of succession planning and the factors that must be considered for the success of the pan. *(7 marks)*

Question Four

- a) Are job descriptions really necessary? What would happen if a company decided not to use any job descriptions at all? *(6 marks)*
- b) Outline the differences between “job rotation”, “job enlargement” and “job enrichment” in relation to their contribution to a well-designed job. *(9 marks)*

Question Five

- a) Many organisations are currently focusing on a “total reward” system. What are the aims of an organization’s **total rewards system**? *(10 marks)*
- b) Discuss the different innovative of rewards systems in organisations in Kenya today. *(5 marks)*

Question Six

- a) Employee privacy has been called “today’s most important workplace issue.” What kinds of dilemmas have new technologies created regarding employee privacy? *(8 marks)*
- b) Identify problems that new technologies have created in employee relations and communications, and suggest how HR managers can deal with them *(7 marks)*