

COVENANT UNIVERSITY

TUTORIAL KIT

PROGRAMME: IRH

ALPHA SEMESTER

300 LEVEL



Raising A New Generation Of Leaders

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COVENANT UNIVERSITY

CANAANLAND, KM 10, IDIROKO ROAD

P.M.B 1023, OTA, OGUN STATE, NIGERIA.

TITLE OF EXAMINATION: B.Sc EXAMINATION

COLLEGE: Business and Social Sciences

SCHOOL: Business

DEPARTMENT: Business Management

SESSION: 2014/2015 **SEMESTER:** ALPHA

COURSE CODE: IRH 315 **CREDIT UNIT:** 3

COURSE TITLE: Human Resource Management

INSTRUCTION: Answer Question no. 1 and any other three Questions. **TIME:** 3 HOURS

1. a. What is human resource management? *(2 marks)*
 - b. Why do we need effective HRM? *(3 marks)*
 - c. What are the differences in the practices of HRM in both public and private sectors?*(5 marks)*
 - d. Identify and explain the differences between traditional and emerging roles of HRM?*(8 marks)*
 - e. Vividly explain four corporate survival strategies recommended for dealing with the economic crisis in Nigeria. *(4 marks)*
2. a. Succinctly explain the steps (process) and benefits of Human Resource Planning to Organizational survival *(10 marks)*
 - b. What are the problems affecting human resource planning in an organization? *(3 marks)*
 - c. Human resource planning provides answers to what kinds of questions *(3 marks)*
3. a. Briefly differentiate between Training and Development *(2 marks)*
 - b. Identify and explain the signs requiring Training and Development *(3 marks)*
 - c. With the aid of a well-labelled diagram, draw and explain the phases of a training process *(8 marks)*
 - d. Examine the current challenges in Training and Development *(3 marks)*
4. a. Enumerate and explain uses of Performance Appraisal *(3 marks)*
 - b. Who performs the Appraisal and what are the major types of Rating Errors that can affect the decision? *(6 marks)*
 - c. What is performance management? With the aid of a well labelled diagram, explain the process of performance management *(4 marks)*

- d. When performance management systems are poorly managed and don't work as intended, there are a number of negative consequences. Identify these consequences. (3 marks)
5. a. The concept of recruitment and selection are two sides to a coin. Explain the two concepts in relation to the meaning, importance and processes. (8 marks)
- b. Explain any four sources of recruitment and two disadvantages each of the source identified. (8 marks)
6. Write extensively on the following:
- a. Work Ethics (4 marks)
 - b. Job Analysis (4 marks)
 - c. Job Specification (4 marks)
 - d. Job Description (4 marks)

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TITLE OF EXAMINATION: B.Sc. EXAMINATION

COLLEGE: College of Business and Social Sciences

SCHOOL: Business

DEPARTMENT: Business Management

SESSION: 2014/2015 **SEMESTER:** ALPHA

COURSE CODE: IRH318/ BUS 310 **CREDIT UNIT:** 3

COURSE TITLE: Financial Management

INSTRUCTION: Attempt any **FIVE (5)** Questions **TIME:** 3 HOURS

Question 1.

- a.) What are the various activities involved in treasury management? (4mks).
- b.) Give five (5) roles each of a Finance Controller and a Treasurer. (10mks).

Question 2.

2a. Argue for and against the following comment:

“Dividend policy is irrelevant”

2b) Hebron bread currently has earnings per share of N50.

Required:

Calculate separately the market price per share at a dividend payout of 0%, 50% and 100% under the following situations:

- a) The rate of return of 20% while the cost of capital is 15%
- b) The rate of return is 15% while the cost of capital is 15%
- c) The rate of return is 15% while the cost of capital is 20%.

What is the optimal dividend payout in each situation?

Question 3

- a.) Differentiate between the technical, economic and financial feasibility of investment appraisal. (5mks).
- b.) The following 3 mutually exclusive projects are under consideration. Assume a cost of capital of 10%.

Time	Cash flows		
	A	B	C
0	1,000	10,000	11,000
1	505	2,000	5,304
2	505	2,000	5,304
3	505	12,000	5,304

Using IRR method, advise the management.

(9mks).

Question 4

Bentley Trading

Bentley Trading plc is a company, which uses a variety of component parts in its manufacturing operations. As the current supplier has recently gone into liquidation, Bentley is seeking an alternative supplier. Two companies have been identified as potential suppliers (Company X and Y). Both companies prepare accounts in Naira and both have a year-end of 31 January. Bentley has obtained copies of the published accounts for both companies.

Required:

a) Calculate the following ratios:

) Sales Margin) Current
) Asset Turnover) Acid test/Quick
) Inventory) Interest cover
) Debtor) Gearing
) Creditor) RONA

b) With reference to the ratios discuss which would be the most reliable source of supply.

	X Ltd	Y Ltd
	N000	N000
Income Statement for the year to 31 January 2011		
Turnover	5,720	6,310
Cost of sales	3,840	4,240
Gross Profit	1880	2,070
Operating Expenses	760	1,080
Profit before interest and tax (PBIT)	1120	990

Interest payable	50	350
Profit before taxation	1,070	640
Taxation	320	210
Retained profit	750	430

Statement of financial Position as at 31 January 2011

Non-current Assets	4,570	6,330
Current Assets		
Inventories	510	890
Trade receivables	670	1,090
Bank Balance	340	0
	1,520	1,980
Current Liabilities		
Trade Payables	450	1,130
Taxation	320	210
Bank Balance	0	440
	770	1,780
Non-current Liabilities		
Long term Loan	500	3,500
	4,820	3,030
Equity		
Share capital	2,000	2,000

Retained Earnings	2,820	1,030
	4,820	3,030
	4,820	3,030

Question 5.

- a.) Differentiate between the following;
- i) Annuity certain and Contingent Annuity
 - ii) Ordinary annuity and Annuity simple. (4mks).
- b.) What is the future sum at the end of the period of ₦100,000 invested in a bank savings account for 4 years and is to attract 1% per month. (2mks).
- c.) Princess Thelma is to undertake a project requiring an investment of #100,000 on necessary plant and machinery. The project is to last for 5 years at the end of which the plant and machinery will have net book value of #20,000. Profits before depreciation are as follows:

Yr	Profit
1	40,000
2	44,000
3	48,000
4	52,000
5	58,000

You are required to calculate the **ARR** of the project bearing in mind the rate of return at 25%. (8mks).

Question 6.

a. Explain the following terms:

- i. Cost of equity.
- ii. Cost of debt
- iii. Bills of discounting.
- iv. Equipment leasing. (6mks).

b. State the two methods of solving cost of equity with their respective formulas. (4mks).

c. Explain with examples any four (4) main sources of long term funds. (4mks).

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TITLE OF THE EXAMINATION: B.Sc EXAMINATION

COLLEGE: CBSS

SCHOOL: BUSINESS

DEPARTMENT: BUSINESS MANAGEMENT

SESSION: 2014/2015

SEMESTER: ALPHA

COURSE CODE: IRH 319

CREDIT UNIT: 3

COURSE TITLE: STRATEGIC HUMAN RESOURCE MANAGEMENT

INSTRUCTIONS: ANSWER QUESTION ONE (1) AND ANY OTHER 3 QUESTIONS

TIME: 3HOURS

1. People are the organisation's key resource and organizational performance largely depends on them, therefore, if an appropriate range of HR policies and processes is developed and implemented effectively, then HR will make a substantial impact on the firm performance. Discuss extensively how strategic HRM concepts impact on HR practices **(22 marks)**

2. a. Explain what you understand by the concept of Strategy Human Resource Management **(4 marks)**

b. Highlight and discuss ten (10) practical application aspect of strategy as identified by Macmillian and Tampo, (2000). **(12 marks)**

3. Effective development and implementation of strategy depends on the strategic capacity of the origination, which will include the ability not only to formulate strategic goals but also to develop and implement strategic plans through the processes of strategic management and strategic planning.
 - a. Explain what you understand by the concept of Strategy **(6 marks)**
 - b. State and discuss the fundamentals of strategy. **(10 marks)**

4. Strategic Human Resources Management defines the organisation's intentions and plans on how its business goals should be achieved through people.
 - a. Enumerate Six (6) criteria for an effective HR strategy **(6 marks)**
 - b. State and explain strategic Human Resources management approaches known to you. **(10 marks)**

5. a. Why is it important to measure the impact of SHRM? **(4 marks)**
b. Discuss types of HR strategy known to you **(4 marks)**
c. State and discuss four (4) specific strategic roles of Human Resources **(8 marks)**

6. Write short notes on the following:

-) strategies for improving Organizational Effectiveness (4 marks)
-) strategies for Organizational Development. (4 marks)
-) strategies for Organizational Transformation. (4 marks)
-) Commitment strategy. (4 marks)

MARKING GUIDE

Question 1- (Compulsory)

Students are to succinctly enumerate eight (8) Strategic Human Resource Management concepts but restricted to the under listed. Resourcing, Talent Management, Job and work Design, Learning and Development, Managing Knowledge and Intellectual Capital, Increasing Motivation, commitment and role engagement, Performance Appraisal, Employee Relations and Reward Management (2 points x 1½ marks x 8 points = **6 marks**). The Students are also expected to discuss how these Strategic HRM concepts impact on HR practice areas. 1 point x 2 marks x 8 points = **16 marks**)

Question 2

a. Student are expected to briefly explain the concept of strategy human resource management but not limited to the definition given below. HR strategies set out what the organization intends to do about its human resource management policies and practices, and how they should be integrated with the business strategy and each other. (**4 marks**)

- a. b. Students are to enumerate ten (10) practical application aspect of strategy as identified by Macmillian and Tampo, (2000) but limited to the following: Strategy as a statement of ends, purpose and intent ; Strategy and a high-level plan; Strategy as a means of beating the competitors; Strategy as an element of leadership; Strategy as positioning for the future; Strategy as building capability; Strategy as a fit between capabilities and opportunities; Strategy as a result of deep involvement with the business ; Strategy as a pattern of behaviour resulting from embedded culture; Strategy as an emerging pattern of successful behaviour. (Enumeration 1 point x ¼ mark x 8 points = **2 marks**). Explanation of the points (1 point x 1 mark x 10 points = **10 marks**)

Question 3

- b. Student are expected to briefly explain the concept of strategy but not limited to the definition given below. Strategy is the determination of basic long-term goals and objectives of an enterprise, and adoption of courses of action and allocation of resources necessary for carrying out these goals. (definition: **3 marks**) student are also expected to mention the three subsidiary concepts: competitive advantage, distinctive capability and strategic fit in their explanation (1 point x 1 mark x 3 points = **3 marks**)
- c. Students are to state and briefly explain the fundamentals of strategy but limited to the following: Strategic intent: expression of the intentions of the organization what it means to do and how; Resources-based strategy: the strategic capability of a firm depends on its resources capability; Strategic capability: the ability of the organization to develop and

implement strategies that will achieve sustained competitive advantage; Strategic Management: decisions and actions resulting in the formulation and implementation of strategies designed to achieve the objectives of an organization. Students are to state the fundamentals of strategy (1 point x ½ mark x 4 points = **2 marks**). Explanation of the points (1 points x 2 marks x 4 points = **8 marks**)

Question 4

- a. Students are to enumerate six (6) criteria for an effective HR Strategy but not limited to the following: Satisfying business needs; must be founded on detailed analysis and study; that can be turned into actionable programmes; it must be coherent and integrated; takes account of the needs of line managers and employees as well as all stakeholders; must be time bound (1 point x 1 mark x 6 points = **6 marks**)
- b. Student are expected to state the following approach: The Resource-based approach, Strategic fit, High-performance Management, High-commitment management, High involvement management. (1 points x ½ mark x 5 points = **2 ½ marks**). Explanation of the approaches (1 points x 1 ½ marks x 5 points = **7 ½ marks**)

Question 5

- a. Student are expected to explain why it is important to measure the impact of SHRM. The explanation is not limited to the following: strategies that are formulated into HR policies are closely linked to the strategic objectives of its organization. The reason why this is so is because the company understands that attitudes and performances of its employees makes a significant difference towards achieving organizational goals. Therefore when an organization decides to employ the HR unit as a strategically, resources are being invested to make sure the HR unit contributes towards the attainment of those objectives. (**4 marks**)
- b. Students are expected to explain two basic type of SHRM: Overarching and Specific. (1 point x 2 marks x 2 point = **4 marks**)
- c. Students are expected to state at least 4 specific strategic roles of HR which include but not limited to the following: Business Partner; Innovator; Change agent; implementer. (1 point x 1 mark x 4 points = **4 marks**) The explanation of points will be 1mark each totaling **4 marks**

Question 6

- a. Students are expected to write short note on Strategies for improving Organizational Effectiveness. The short note must include the focus areas for developing organizational effectiveness which include but not limited to the following: clearly defined goals and strategies to accomplish them; a value system that emphasizes performance, productivity; teamwork; strong visionary leadership from top; continuous pressure to innovate, ability to respond fast to the opportunities and threat etc. **4 marks**
- b. Student are also expected to write briefly on strategies for organizational development which must include the meaning of the concept in question, activities: Action research,

survey feedback, interventions, process consultation, team building, inter-group conflict intervention, personal intervention etc. **4 marks**

- c. Students are expected to succinctly explain what strategies for organizational transformation is all about which include but not limited to transformation through leadership, transformation Programme, transformation capacity etc. **4 marks**
- d. Student are to explain commitment strategy as feelings of attachment and loyalty to the organization and such plays an important part in HRM philosophy. The commitment strategy concerned with the development of communication, education and training, initiative to increase involvement and ownership and introduction of performance and reward management processes **4 marks**