



COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE
NMMS 505: HUMAN RESOURCES MANAGEMENT AND INDUSTRIAL
RELATIONS

NPSM 531: HUMAN RESOURCES MANAGEMENT

END OF SECOND SEMESTER EXAMINATIONS

APRIL 2022

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3 HOURS

INSTRUCTIONS

You are required to answer questions as instructed in each section

Start **each** question on a new page in your answer booklet

Credit will be awarded for logical, systematic and neat presentations

Case Study (Human Resources Management at Coca cola)

Read the following case study and answer the questions below

Coca-Cola is a leading beverage company in the world. Company deals in different types of beverages such as soft drinks and juice. The company operates its business in more than 200 countries of the world. The company has 146200 employees throughout the world who serve 3500 beverages to the customers. In the world, the company also serves 1.8 billion customers per day which help the company to achieve competitive advantages in the international market. The Coca-Cola Company has more than 275 worldwide bottling partners, which work together for the refreshment of customers and to drive global success. The company has a strong portfolio of products, from diet and regular sparkling products to still beverages. Company deals in fruit juice, fruit drinks, waters, sports and energy drinks, teas, coffees, milk and soy-based beverages. The company's mission statement is to refresh the world, inspire moments of optimism and happiness and to create value and make a difference in the products that support the company to attract customers in the markets. Through the people of Coca-Cola, the company tries to achieve its mission and vision that support company to develop the profile of employees.

In order to recruit skilled and experienced employees for the organization, company has well established and effective recruitment process. This recruitment process also supports the company to define the job responsibilities as well as job in proper manner. To recruit people for the jobs and position, company follows both internal and external recruitment process that support company to recruit skilled and experienced employee for the job. Company also follows well established recruitment process that including the advertisement and registration, application, shortlist, first interview, psychometric testing, second interview, references and offer. To recruit employees, company also follows hybrid technology that supports company in reducing carbon emission. In this, company uses internet or computer and provides advertisements of jobs on internet with the registration form. In the advertisements, company provides the detailed information about the jobs, qualification and abilities that are needed in a candidate to assign that job. After receiving applications on internet, company shortlist the candidates for the job. In most of the time, company shortlist only 8 to 10 candidates for the single job at a time. After this, company or recruitment team matches some or all of the criteria that are needed for the particular job. In this, company or recruitment team can cut the candidate list by 3-5 candidates and approach them for the first interview. In internal recruitment, company uses different or various resources such as present permanent employees, present temporary employees, retired employees, etc. It helps the company to select skilled and experienced employees for the job. For this, company uses internet to recruit internal employees. In this, company also uses staff notice boards, in house magazines, newsletter, internal notice, meeting and personal recommendations, etc. On the other hand, company also uses external recruitment process to recruit external or fresh candidates for the job. For this process, company approaches the internet, company websites, press advertisements, placement agencies, educational institutions, employee references, employee referrals and labour contractors, etc.

To improve the recruitment process, company should need to add some more steps in the recruitment process. It can be helpful for the company to select or recruit more skilled and experienced candidates from external. In this, company should create more effective

advertisement process that can be helpful for the company to attract skilled labour or employees for the job. Company should also approach other companies' employees for the jobs. It can be helpful to improve recruitment process by selecting more effective and appropriate candidates for the company.

In its recruitment process, company also follows diversity. Company sees diversity as more than just policy and practices. Company believes that diversity is an integral part of the company that provides the directions to operate business and see future in the market. It helps the company to achieve competitive advantages in significant manner. Diversity at workplace also supports the company to create work environment that provides opportunities to the associates of equal access of information and development of their work as well as personal life. Company also seeks to build an effective working environment that support company to develop multi culture environment and leverage global team of associates, which has talent and ideas. In the practices, company also follows various diversity education programs and resolution resources programs that support company to make effective diversity in workforce as well as at work place.

The company also provides training to the associates or employees through different educational courses. In this, the Coca-Cola University (CCU) helps the associates to provide wide range of training in different fields such as leadership, finance, marketing, human rights, ethics and compliance, diversity, sustainability and other competencies. The company also encourages the employees to receive training through the annual performance review system. It helps the employees to create detailed discussions about the mid-year and year end career plans with the other associates or managers.

Employees are the most important assets for the company. In the Coca-Cola Company, relationships with the labour or employees are stronger that support the company to motivate them towards the job and culture. Coca-Cola also has some policies that support creating a stronger relationship with the employees or labour. The company is committed to provide effective labor practices and the welfare of employees that support the company to reduce discrimination. In order to create effective relationships with the labour, the company has opened door policy that supports employees to develop an understanding of the company about the problems that employees faced in their life as well as in work.

In order to promote the employees and labour, company also has an effective compensation policy. It helps the company to improve the performance of employees in the organization. Through the compensation policy, the company also conveys the message to the employees that the organization is loyal to employees. Coca-Cola believes that employees are assets of the company and the company carefully thinks about the employees' health and their benefits. The compensation policy of Coca-Cola includes various benefits for the employees and labor. These benefits include basic salary, pick and drop facilities, bonus, medical facilities, gratuity fund, and social security. The compensation policy of Coca-Cola also helps in producing sustainable growth consistent with the company's 2020 vision. With the help of compensation policy, the company also attracts and retain world-class talent. The compensation policy also includes incentive programs in order to achieve key business results and to recognize individuals' base on their contribution to those results.

SECTION A: ANSWER ALL (Compulsory)

Question 1

Provide a brief report on any **five** Human Resource Policies that have been presented in the case study above. **[50 marks]**

SECTION B (Choose any two questions)

Question 2

Discuss any **five** key aspects of the recruitment process that have been used at Coca cola as presented in the case study **[25 marks]**

Question 3

Evaluate the compensation policy that is used at Coca cola in order to improve employee performance. **[25 marks]**

Question 4

With reference to the case study discuss how Coca cola has managed to move from the traditional management of humans to Strategic Human Resources Management practices. **[25 marks]**

Questions 5

Provide a brief report to stakeholders on how Coca cola has protected its global market position through an effective Strategic Human Resources system. **[25 marks]**

END OF EXAMINATION