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KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR
FIRST YEAR, SECOND SEMESTER EXAMINATION
FOR THE DIPLOMA IN HUMAN RESOURCE MANAGEMENT
DBA 1109: OFFICE ADMINISTRATION AND MANAGEMENT

Date: 17TH APRIL 2023

Time: 2:30PM-4:30PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

At the present time, Adam, Levis & Jones Associates, a moderate-sized legal firm in Kiambu has no formal program to train its office employees. The firm, which is now fifteen years old, was a rather small firm until seven years ago. During the first ten years of its existence, the four administrative assistants had worked for the firm for an average of eight years. Because the turnover rate was so low, the need for a recruiting and selecting office staff and training program could not be justified. As the firm started to expand and as more office employees were hired, the turnover rate has increased. At the present time, the firm employs twelve office employees. During the last five years, the turnover rate has averaged about 27 percent per year. This rate is alarming to the office administrator, who has authorization from the three partners to investigate the possibility of a recruiting and training program. You have decided to prepare a report justifying the need for the training program. In this report, you decide to include the following topics which embrace the recruiting, selecting and hiring office staff, methods and procedures for orienting and training office employees and the appraising performance of office employees. This training program will help employees overcome their worry and give them some skills and knowledge they need in order to effectively perform their job.

- a) Briefly explain THREE (3) main sources of recruiting potential office employees. (6 Marks)
- b) Briefly explain FOUR (4) types of interview which most widely used tool in the hiring process. (6 Marks)
- c) Differentiate job description and job specification. (6 Marks)
- d) Explain FOUR (4) types of tests that can be considered when selecting office employees. (6 Marks)
- e) Explain FOUR (4) factors to be considered when selecting appropriate training techniques. (6 Marks)

QUESTION TWO

- a) Explain FIVE (5) on-the-job training techniques that can be conducted by the company to increase employees' knowledge and skills. (8 Marks)
- b) In your opinion, why every company needs to have performance appraisal. Give SIX (6) opinions. (8 Marks)
- c) Briefly explain FOUR (4) appraisers of performance involved during performance appraisal (4 Marks)

QUESTION THREE

- a) Explain the process of Organizing (8 Marks)
- b) Describe four different types of organization structure (8 Marks)
- c) Discuss the elements of directing (4 Marks)

QUESTION FOUR

- a) Explain the measures recommended for ensuring safety of employees (8 Marks)
- b) Explain SIX principles of record management (8 Marks)
- c) Explain the steps involved in controlling (4 Marks)

QUESTION FIVE

- a) Explain indicators of poor office layout (8 Marks)
- b) Describe circumstances under which an organization may find it appropriate to centralize its office services (8 Marks)
- c) Explain the features of management (4 Marks)