



Kasarani Campus  
Off Thika Road  
Tel. 2042692 / 3  
P. O. Box 49274, 00100  
NAIROBI  
Westlands Campus  
Pamstech House  
Woodvale Grove  
Tel. 4442212  
Fax: 4444175

**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY  
UNIVERSITY EXAMINATION, 2016/2017 ACADEMIC YEAR  
DIPLOMA IN HOSPITALITY AND TOURISM MANAGEMENT**

**DHT 002 - INTRODUCTION TO HUMAN RESOURCE MANAGEMENT**

Date: 12<sup>th</sup> August, 2016.  
Time: 12.00pm – 2.00pm

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

**QUESTION ONE (30 MARKS)**

- a) Bekele Enterprises reported a decline in annual profits according to financial statements presented to the Board of Directors on 30<sup>th</sup> December 2012. In order to regain her lost glory as a leading courier services provider in the region, the company has hired a Human Resources Manager to assist in the turn-around strategy. Examine the main functions that the Human Resource Manager should concentrate on when carrying out the assignment. (10 Marks)
- b) Explain the origin and sources of human resource personnel policies. (10 Marks)
- c) Distinguish between Human resource management and personnel administration. (10 Marks)

**QUESTION TWO (20 MARKS)**

- a) Evaluate the steps to formulating human resource policies and procedures. (10 Marks)
- b) As a Human Resource specialist. Examine the various managerial roles you expect human resource management practitioners to play in an organization. (10 Marks)

**QUESTION THREE (20 MARKS)**

- a) Human Resource Practitioners in Kenya are expected to adhere to the principles of sound human resource management. Describe the code of conduct that guide Human Resource Practitioners in Kenya. (10 Marks)
- b) The administration of human resources involves staffing. Discuss the Functions of Human Resources Department in ensuring its staffing activities are efficient and effective. (10 Marks)

**QUESTION FOUR (20 MARKS)**

- a) Mr. Mwanzo the Human Resource Manager of Rambo Ltd. at Ujunja South Nyanza in Kenya has been commissioned by the Chief Executive Officer (CEO) to carry out job design. Explain the main job design techniques you think Mr. Mwanzo should look into while carrying out the task. (10 Marks)
- b) Shimano Enterprises has awarded Onyango a contract to establish an organization structure for the Human Resource Department. Explain the purpose of an organizational structure. (10 Marks)

**QUESTION FIVE (20 MARKS)**

- a) Span of control is the range of employees who report to managerial position. What are some of the factors that influence appropriate span of control? (10 Marks)
- b) Explain five determinants of an organisation's structure. (10 Marks)