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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2020/2020 ACADEMIC YEAR**  
**FOR THE CERTIFICATE IN HUMAN RESOURCE MANAGEMENT**

**CHR 107 – INTRODUCTION TO HUMAN RESOURCE MANAGEMENT**

Date: 17<sup>th</sup> December, 2020.

Time: 8.30am – 10.30am

**INSTRUCTIONS TO CANDIDATES**

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

**QUESTION ONE (30 MARKS)**

**CASE STUDY: KURU INVESTMENTS**

The tourism sector in Kenya has experienced some changes due to changes in legislation and policies in the sector. This has been made worse by the emergence of the COVID-19 pandemic. There have also been external factors like security threats and other countries like South Africa, Malawi and Mauritius positioning themselves as attractive tourist destinations. Kuru Investments is a tour guide company started 20 years. It has experienced steady growth over the years with an increase in number of employees and setting up of a number of branches. Over time, the management has been facing so many challenges in dealing with employees. There has been an increase in absenteeism, customer complaints, sabotage, disrespect to the supervisors, misuse of the company vehicles and even theft of company car accessories. Employees on the other hand have been complaining of poor working conditions, under payment, lack of involvement among other issues. A consultant engaged to advise the management advised the management to hire a HR Manager to help in dealing with the employee matters. The new HR Manager, Mr. Nzule proposed that it was necessary to set up a HR department and to develop HR policies to guide the employee management.

- a) Advice Mr. Nzule on the factors to put into consideration as he develops the HR department (6 Marks)
- b) Explain the functions that Mr. Nzule will be carrying out in the company (8 Marks)
- c) Outline seven types of information that should be included in a job description. (7Marks)
- d) List five limitations of internal sourcing as a source of recruitment (5 Marks)
- e) Distinguish between personnel management and human resource management (4 Marks)

**QUESTION TWO 20 MARKS**

- a) As a newly hired HR Manager at BETI Manager, you have noted that the company operates without written HR policies. Examine five challenges that the organization is likely to face from this situation (10 Marks)
- b) One of the roles of a human resource Manager is to ensure effective training and development of employees in a organization. Describe five duties the HR Manager performs in relation to this role (10 Marks)

**QUESTION THREE 20 MARKS**

- a) Explain the significance of maintaining good human resource records in organizations. (10 Marks)
- b) Examine five reasons that make human resource planning an important function of human resource management. (10 Marks)

**QUESTION FOUR 20 MARKS**

- a) The end product of job analysis is a job description and job specification. Describe the process of job analysis (10 Marks)
- b) Describe five consequences that an organization may face for failing to induct its new employees into their jobs and organization. (10 Marks)

**QUESTION FIVE 20 MARKS**

- a) Explain six measures HR Managers can take to ensure effective placement of employees (6Marks)
- b) Describe three methods of employee separation (6 Marks)
- c) Analyze the influence of employee compensation on organizational performance (8 Marks)