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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2019/2020 ACADEMIC YEAR
SECOND YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 5th December, 2019
Time: 11.00am – 1.00pm

KHR 001 - INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

Read the following case study and answer questions that follow it:

MKENYA COMPANY LIMITED

Mkenya Company limited commenced its operations in the year 2005. The company deals with the manufacture of assorted items and its head office is currently situated at Green Road, Baba Dogo. The company started from its humble beginning with a staff capacity of 60 and has grown to become one of the well established entities in the region. It has opened branches in all the major towns in the country and is planning to open other branches in the region. It has a current staff capacity of 736. The company's profit margin for the period 2006 to 2009 was on the increasing trend. Its profits increased by between 15% and 35%. This was attributed by the fact that the company was able to motivate its staff since most positions were filled from within. However, the company's profit margin for the last 2 years has drastically reduced by between 25% and 40%. This has become a growing concern to the company and has forced the management to go back to the drawing board. The chief Executive, Mr Brown summoned all the line managers for an extraordinary Board meeting to discuss on the way forward.

During a daylong meeting which lasted for 7 hours, it was noted that part of the problem was due to decreased productivity among its employees. The human resource manager, Mr Katana recommended that the company should come up with stringent measures including coming up with a well defined recruitment policy and filling all positions competitively in order to have credible employees who are energetic. He also advocated for performance based pay system.

- a) Explain the reasons that could have made the human resource manager advocate for filling positions competitively (6 Marks)
- b) Advise the company on some of the measures it could have taken in improving its productivity (6 Marks)
- c) The human resource manager could have performed certain functions in order to lead the company into greater heights of prosperity. Examine any four functions which the human resource manager needed to perform (6 Marks)
- d) On-boarding, also known as organizational socialization, refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviors to become effective organizational members and insiders. Explain the benefits of employee socialization (6 Marks)
- e) Identify benefits of performance based pay system. (6 Marks)

QUESTION TWO (20 MARKS)

- a) Human resources are considered by most to be the organization's most valuable and expensive asset so they need to be deployed with the maximum efficiency and effectiveness. Explain the steps in HR Planning. (10 Marks)
- b) Explain the benefits of performance appraisal to an organisation (10 Marks)

QUESTION THREE (20 MARKS)

- a) High employee turnover refers to the number of workers who leave the organisation and are replaced by new ones. Discuss the reasons for high labour turnover in modern organizations. (8 Marks)
- b) The high competition and dynamic business environment requires well equipped employees. Training has become inevitable for organisations. Explain the reasons for training employees. (6 Marks)
- c) Explain methods for Collecting Job Analysis Data. (8 Marks)

QUESTION FOUR (20 MARKS)

- a) Effective recruitment ensures efficiency and high productivity in an organisation. Using examples, explain the main sources of employee recruitment. (6 Marks)
- b) Discuss the emerging issues in Human Resource Management (8 Marks)
- c) Explain four techniques for on the job development (8Marks)

QUESTION FIVE (20 MARKS)

- a) Explain any five methods of employee separation. (10 Marks)
- b) An organisation that has effective system of reward is regarded highly by both employees. Explain the factors affecting compensation in the organisation. (10 Marks)