



OFFICE OF THE DEPUTY PRINCIPAL
ACADEMICS, RESEARCH AND STUDENTS' AFFAIRS

UNIVERSITY EXAMINATIONS

2018 /2019 ACADEMIC YEAR

FIRSTYEAR FIRST SEMESTER REGULAR EXAMINATION

FOR THE DEGREE OF BACHELOR OF BUSINESS

MANAGEMENT

COURSE CODE: BBM 214

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

DATE:06/12/2019

TIME: 2.00-5.00pm

INSTRUCTION TO CANDIDATES

- SEE INSIDE

THIS PAPER CONSISTS OF 4 PRINTED PAGES

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INSTRUCTIONS TO CANDIDATES

- i. Answer Question **ONE** and any other **TWO** questions.
- ii. Do not write on the question paper.

SECTION A

QUESTION ONE

(30 MARKS)

Sarova Woodland hotel has just concluded the construction of an international conference facility in Busia town. The Principal states that he is keen on hiring a human resource manager with people skills to oversee the HR function in the facility, a fact that will enable address facility employees need. You intend to take up the position.

- (a) During the interview the panel is keen on how decisions will be made in the facility. Describe to the panel any **four** decisional roles you will undertake. **(8 marks)**
- (b) The Principal insists that the human resource manager must have people skills. Discuss any **six** interpersonal skills you possess that will be critical for this position. **(12 marks)**
- (c) Explain to the panel any **five** qualities that make you the best candidate for the human resource manager's position. **(10 marks)**

QUESTION TWO

(20 MARKS)

BusLink Ltd is a Kenya based multinational that has commissioned a human resource expert to develop a human resource plan for the organization.

- (a) (i) State any **four** reasons why it is necessary to develop the plan **(4 marks)**
(ii) Describe any **four** common pitfalls of human resource planning to management of BusLink Ltd. **(4 marks)**
- (b) Describe the process of human resource planning that BusLink Ltd may have to go through **(8 marks)**
- (c) Briefly explain to management of Mtandao Dot.com any **four** factors influencing supply of labour on the Kenyan national market. **(4 marks)**

QUESTION THREE

(20 MARKS)

The Director of Infrastructure in Busia County Government approaches you as an expert in human resource management to facilitate a capacity building workshop intended to help County staff in the roads department address human resources issues professionally. The director is concerned that all is not well in the department and HR issues are increasingly proving challenging.

- (a) (i) State to the attendees any **four** elements of reward management. **(4 marks)**
 - (ii) Explain any **three** external factors affecting compensation of employees. **(3 marks)**
- (b) Describe at least any **three** methods of compensation that the human resource managers can adapt to use in their hotels. **(3 marks)**
- (c) Describe the **five** main components of the process of salary and wage administration to the attendees. **(10 marks)**

QUESTION FOUR

(20 MARKS)

INEOS Kenya Chemicals Ltd is a multinational international in Kenya. The company has recently had human resource management problems as a result of changes in technology that made some staff redundant. The management thinks that it is ideal to retrain and address career development issues seriously. You are brought in as an expert to advise section heads in the workshop.

- (a) (i) In your preliminary interactions you realize that employees' current qualifications may necessitate different approaches to training. Differentiate On-the Job training from Off-the Job training to the section heads. **(2 marks)**
 - (ii) Describe any **four** On-the Job training methods to the section heads. **(4 marks)**
- (b) Discuss any **four** need analysis that can help the section heads determine appropriate employee training in INEOS Kenya Chemicals Ltd. **(8 marks)**
- (c) State any **six** widely used career development interventions to the section heads that can be used in INEOS Kenya Chemicals Ltd. **(6 marks)**

QUESTION FIVE

(20 MARKS)

You are invited as an expert in human resource management to Kisumu County human resource managers' forum. Most of the attendees are new to human resource management practice and seem to struggle with administrative and legal issues.

- (a) (i) Differentiate employee relations from industrial relations to the attendees. **(2 marks)**

- (ii) Other than government, name any **three** parties to Industrial Relations to the attendees
(3 marks)
- (b) State to the human resource managers any **five** issues an employee relations policy should have
(5 marks)
- (c) Explain to the attendees any **five** ways government gets involved in human resources issues
(5 marks)
- (d) Explain to the human resources managers any **five** factors that the HR manager should consider before sacking employees.
(5 marks)
