



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

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**UNIVERSITY EXAMINATIONS**  
**2020 /2021 ACADEMIC YEAR**  
FOURTH YEAR FIRST SEMESTER REGULAR EXAMINATION  
**FOR THE DEGREE OF BACHELOR OF HOTEL**  
**AND HOSPITALITY MANAGEMENT AND**  
**BACHELOR OF BUSINESS ADMINISTRATION**

**COURSE CODE: BHM 414/BBM214**

**COURSE TITLE: HUMAN RESOURCE MANAGEMENT**

**DATE: 8<sup>TH</sup> MARCH, 2021**

**TIME: 9am-12Noon**

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**INSTRUCTION TO CANDIDATES**

- SEE INSIDE

**THIS PAPER CONSISTS OF 4 PRINTED PAGES**

**PLEASE TURN OVER**

**REGULAR – MAIN EXAM**

**BBM 414/ BBM214: HUMAN RESOURCE MANAGEMENT**

**STREAM: BHH/BBM**

**DURATION: 3 Hours**

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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)**

- (a) (i) Define Human Resource Management. **(2 marks)**
- (ii) Managers exist in every kind of organization and they basically do the same types of tasks. Whether a person manages a hair salon, a school, church or a factory, the manager's job consists of similar tasks. Other than basic managerial functions, a successful manager actively performs a range of operative functions. Highlight any four operative functions of a manager. **(4 marks)**
- (b) Managers must wear many different hats in formulating and implementing task activities related to their positions. In an attempt to understand the diversity of hats managers must wear, **Henry Mintzberg** examined managerial activities on a daily basis and established ten roles that are separated three groupings. Describe any **four** decisional roles managers play. **(8 marks)**
- (c) Human resource management has become so well established that if you talk about personnel management it seems old fashioned. Yet, there are limitations, which have also triggered questions as to whether the whole debate is not more of an academic pastime rather than utility in practice. Discuss any four criticism of Human resource management. **(8 marks)**
- (d) It is common knowledge that with globalization and the knowledge based economy, it is difficult to say with certainty the extent to which the concepts, theories, principles and practices learned in scholarly human resource management are applicable in the third world environment. With the use of specific examples, discuss the relevance of human resource management functions in the situation of a developing country. **(8 marks)**

**QUESTION TWO**

**(20 MARKS)**

You are invited as the key note speaker in the Annual Busia County Human Resource Management forum. Managers in attendance raise concern that modern human resource is raising its fair share of challenge on daily basis at their organizations. You decide to address aspects of modern human resource management.

- (a) People skills are important for effective management of the human resource in a firm. State any **five** interpersonal skills that managers must possess to be effective in modern human resource management. **(5 marks)**
  
- (b) Some attendees seem to doubt the qualities they possess for the modern human resource management situations. State any **five** qualities that modern human resource management demands of managers. **(5 marks)**
  
- (c) Explain any **five** challenges of modern Human Resource Management to the attendees. **(10 marks)**

**QUESTION THREE**

**(20 MARKS)**

- (a) (i) Give two reasons why physical examination of candidates is important before hiring them as employees. **(2 marks)**
  
- (ii) It is always ideal that recruited employees get inducted into the organization. In most organizations there may be several people involved in the planning and delivery of the induction programme. State any three categories of employees who may be involved clearly saying why they need to be involved. **(3 marks)**
  
- (b) In order to reduce the anxiety that new employees may experience, attempts should be made to integrate the individual into the informal organization. The initial training and development efforts are designed for employees' guided socialization with formats varying from one organization to another. State any five purposes of this initial guided socialization. **(5 marks)**
  
- (c) The internal factors also called endogenous factors are usually within the organization's control and may affect recruitment and selection of employees. Discuss any five internal factors that may affect employee recruitment and selection. **(10 marks)**

**QUESTION FOUR**

**(20 MARKS)**

Alupe Ventures is an Income Generating Unit (IGU) for Alupe University College that has a large workshop manufacturing furniture for both local and export markets. The business 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 advice 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 Alupe Ventures. **(8 marks)**
  
- (c) State any six widely used career development interventions to the section heads that can be used in Alupe Ventures **(6 marks)**

**QUESTION FIVE**

**(20 MARKS)**

- (a) (i) Differentiate employee transfer from employee separation. **(2 marks)**
- (ii) State any three causes of employee separation **(3 marks)**
- (b) State any five types of transfers **(5 marks)**
- (c) Discuss any five performance appraisal technique that a firm may adopt. **(10 marks)**

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