

BBM 214



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**COLLEGE**

*Bastion of Knowledge...*

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## UNIVERSITY EXAMINATIONS

### 2018 /2019 ACADEMIC YEAR

SECOND YEAR FIRST SEMESTER REGULAR EXAMINATION

**FOR THE DEGREE OF BACHELOR OF BUSINESS  
MANAGEMENT**

**COURSE CODE:           BBM 214**

**COURSE TITLE:           HUMAN RESOURCES MANAGEMENT**

**DATE: 11<sup>TH</sup> DECEMBER, 2018**

**TIME: 9.00 AM – 12.00 PM**

### INSTRUCTION TO CANDIDATES

- SEE INSIDE



**THIS PAPER CONSISTS OF 4 PRINTED PAGES**

**PLEASE TURN OVER**

**BBM 214: HUMAN RESOURCES MANAGEMENT****STREAM: BBM****DURATION: 3 Hours****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)**

Alupe haulers ltd is a cargo handling organization. They current are experiencing challenges with some human resources aspects. As a human resource specialist you are recommended to the firm to address a number of industrial relation issues. You arrange a meeting with the HR staff and think of taking them through a few of HR issues.

- (a) (i) Differentiate employee relations from industrial relations to members of HR department **(2 marks)**
- (ii) Since the firm is yet to set up a good employee relations policy, suggest any **four** specific areas covered by employee relations policies **(4marks)**
- (b) Explain any **four** causes of poor industrial relations to HR department members. **(8 marks)**
- (c) Good industrial relations depend on a great variety of factors. Describe any **four** factors to HR members that influence good industrial relations. **(8 marks)**
- (d) A grievance procedure is a step-by-step problem solving machinery, usually set up jointly by management and a union or workers representatives. Discuss the stages that may be followed in laying down a grievance procedure in the firm. **(8 marks)**

**QUESTION TWO****(20 MARKS)**

Smart implements Ltd is a company that manufactures farm implements. The company's best-selling products are farm sprayers. For many years the firm only sold sprayers to the domestic market but they are now trying to export to other countries as well. However domestic sales have

been disappointing and the business has recently had financial problems. The Human Resource Manager thinks they must recruit additional personnel to their sales force to improve their returns.

- (a) Assuming you are the Human Resources Manager of smart implements Ltd and have convinced the top management to recruit additional sales force members, describe to the management any **five** factors that need to be considered before recruiting new sales force members. (10 marks)
- (b) Explain to the management any **five** external sources of recruitment that you may use. (5 marks)
- (c) State any **five** advantages are you likely to gain from recruiting from external sources. (5 marks)

**QUESTION THREE**

**(20 MARKS)**

Alupe foods processing firm is a Kenyan based multinational that has commissioned a human resource expert to develop a human resource plan for the organization.

- (a) (i) State any **four** objectives of Human Resource plan (4 marks)  
(ii) Describe any **four** common pitfalls of human resource planning to management of Busia Shoes Ltd. (4 marks)
- (b) Describe the process of human resource planning that Alupe foods processing firm may have to go through (8 marks)
- (c) Briefly explain to management of Alupe foods processing firm any **four** factors influencing supply of labour on the Kenyan national market. (4 marks)

**QUESTION FOUR**

**(20 MARKS)**

Henry Fayol (1841-1925) is often regarded as the father of modern management theory. On the basis of his personal experience, he developed fourteen (14) principles of management.

- (a) Explain **ten** Henry Fayol's principles of human resource management (10 marks)
- (b) Explain any **five** ways these Fayol's principles are applicable in organization's management today. (10 marks)



**QUESTION FIVE****(20 MARKS)**

Busia Mining Ltd is a private involved in exploitation of the coal mineral reserves in western 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 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 Busia Mining Ltd. **(8 marks)**

(c) State any six widely used career development interventions to the section heads that can be used in Busia Mining Ltd **(6 marks)**

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