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**KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATIONS, 2024/2025 ACADEMIC YEAR**  
**SECOND YEAR, SECOND SEMESTER EXAMINATION**  
**FOR THE DEGREE OF BACHELOR OF SCIENCE**  
**(BUSINESS ADMINISTRATION)**

**KHM 2200 HUMAN RESOURCE MANAGEMENT**

Date: 15<sup>th</sup> August, 2024  
Time: 8.30am – 10.30am

**INSTRUCTIONS TO CANDIDATES**

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

**QUESTION ONE (30 MARKS)**

Read the excerpt below and answer the questions that follow:

**HUMAN RESOURCE PRACTICES**

Companies that aspire to sustain their competitive edge, both at present and in the future require human force well equipped with recent techniques and technologies to face the changes and upcoming challenges of 21st century. There are an incredible number of demands on organizations today. Few of them includes escalating globalization, tough competition, frequent changes in technology, new organizational alliances, novel organizational structures, demographical shift, change in methods of working etc. With all these changes, there is a huge amount of pressure on today's organizations and especially HR function has a very critical role to play in order to help and navigate through evolutions. Hence HR needs to increase its apparent as well as real value. HRM is one of the functions of management that endured tremendous theatrical changes in the new millennium. There is a shift in HRM managers' responsibility from simply handling personal issues to designing strategic implementation of complicated strategies for the organization.

Currently, there are extensive discussions going on regarding the main concerns for Human Resource in future. HR managers are facing a variety of challenges due to increased globalization, latest production techniques, change in customers' demands and corporate restructuring. HR managers are struggling hard for retaining talent, meeting multicultural workforce demands, and economizing of employees. There is a need to develop a flexible workforce to meet the changing demands of 21st century.

- a) Identify the various ways of developing employees to take up higher roles in the organization (6 Marks)
- b) Explain the two main training methods used in organizations (6 Marks)
- c) Identify the benefits of employee orientation and socialization (6 Marks)
- d) Describe the importance of conducting a job analysis (6 Marks)
- e) Highlight the various methods of employee separation (6 Marks)

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

KWUST wants to employ a human resource officer to deal with employee matters. You have been identified as a HR professional to draft for them a job description and specification to help them in advertising the job. Giving illustrations, Identify the key areas you will capture under each.

- a) A job description (10 Marks)
- b) A job specification (10 Marks)

## **QUESTION THREE (20 MARKS)**

- a) Performance appraisal is an integral part in the management of workforce. Examine the need for performance appraisals in organizations today. (10 Marks)
- b) The searching of suitable candidates and informing them about the openings in the enterprise is the most important aspect of recruitment process. Discuss the various sources of recruitment. (10 Marks)

## **QUESTION FOUR (20 MARKS)**

- a) With an aid of an appropriate diagram, discuss the steps involved in job analysis (10 Marks)
- b) Apolo Ltd has been trying to attract qualified and competent staff to their organization without success. The Human Resource manager has attributed this to poor remuneration of staff. Advise the company on the benefits of having fair and equitable reward system in the organization. (10 Marks)

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

- a) Lago Company Ltd has approached you to help them implement a human resource planning. As a HR expert, advise them on some of the challenges they will encounter when implementing human resource planning in their organization. (10 Marks)
- b) Employee welfare has an impact not only on the individual, but also to the organization. Discuss strategies that an organization can adopt to enhance employee welfare. (10 Marks)

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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY  
UNIVERSITY EXAMINATION, 2021/2022 ACADEMIC YEAR  
BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION**

**UNIT CODE: KHR 304**

**UNIT NAME: EMPLOYEE RESOURCING**

**INSTRUCTIONS TO CANDIDATES\_**

*This paper consists of Five Questions. Answer Question ONE (compulsory) and any other Two Questions.*

**QUESTION ONE**

**(30 MARKS)**

- a) Highlight some of the benefits of the placement and induction/orientation policy  
**(6 Marks)**
- b) In a turbulent market like Kenya, the efficacy of the labour force depends on a number of influences. Highlight the factors influencing the efficacy of labour force in Kenya **(6 Marks)**
- c) Labour turnover is the movement of people into and out of firm. Identify the benefits of employee turnover  
**(6 Marks)**
- d) Highlight five challenges that the large number of casual employees may pose to an organization  
**(6Marks)**
- e)As a human resource manager, explain how you will ensure that there is fairness to all employees during internal recruitment processes. (10 Marks) **(6 Marks)**

**QUESTION TWO**

- a) Minimizing labour costs is a major concern in organizations today. Explain five measures the human Resource departments would find necessary to reduce the labour costs **(10Marks)**

- (a) Organizations with well define job descriptions tend to be more productive and usually meets the required standards.

As a HR specialist, critically examine the important areas to capture when preparing a job description  
(10 Marks)

### **QUESTION THREE**

a)Using illustrations, discuss the factors influencing the labour markets in Kenya (10 Marks)

b)Labour productivity is at the core of employee resourcing. Examine the various Human resource practices that can be adopted to increase the labour productivity (10 Marks)

### **QUESTION FOUR**

The productivity for Mwihoko Company ltd has drastically reduced due to Covid-19 pandemic thus rendering some employees idle. As a HR practitioner, advise the management on the possible actions to take instead of closing down the company. (10 Marks)

(b) As a HR Manager of a well-established company in the manufacturing sector, explain why you may consider introducing policy on the disadvantaged groups (10 Marks)

### **QUESTION FIVE**

a) HR professional are required to adhere to the codes of conduct for HR persons, however, most professionals contend that it is difficult to adhere to these codes because of pressures from political, economic and social groups. Discuss some of the unethical practices that the HR practitioners are dealing with in the contemporary organizations

(10 Marks)

b) The COVID-19 global pandemic has seen many businesses locally and globally being forced to make difficult decisions, especially in relation to whether retain all, some or none of the employees. Due to closures of businesses, some firms have opted for redundancy to salvage their situation. Discuss the conditions set under section 40(1) of the Kenyan Employment Act that the employer must adhere to. (10 Marks)