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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
FIRST YEAR, FOURTH SEMESTER EXAMINATION
FOR THE DIPLOMA IN BUSINESS ADMINISTRATION
DHR 1103 FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

Date: 8TH AUGUST 2024

Time: 11:30AM – 1:30PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

Clarke Limited, a sales company, has experienced a 65 percent turnover in sales professionals over the last eighteen months. An examination of the resignations revealed that averagely employees don't stay beyond nine months. Shocked by this situation and the loss of productivity and resources used in new recruitments, Clarke limited proposed a research to determine why such high turnover levels exist. The comprehensive examination included contacting the majority of those who resigned to ask why they quit. Respondents stated that the jobs they were hired to perform was different from what they were allocated to do. Many resign out of frustration and worry of not being able to utilize their skills, knowledge and expertise.

Again, some employees left because they were worried about not meeting their employment responsibilities. They were concerned that this might result in a termination, which would reflect negatively on their résumé. Unfortunately, during the last three years, the company's training costs have gone up to nearly 300 percent over budget. When one senior manager was asked why it was so difficult to combine job needs with people skills, she had no response. No one in the organization had taken the time to learn what the tasks entailed. In other words, the job analysis process was ineffective.

Use the above case to answer the following questions:

- a) Identify the causes of employee turnover at Clarke Limited. (6 Marks)
- b) Explain of Job Analysis information to the management of Clarke Limited. (6 Marks)
- c) Describe how you could properly match the job requirements with people skills. (6 Marks)
- d) Identify the training methods the Company can use to reduce the training costs. (6 Marks)
- e) Explain reasons why human resource planning with be important for Clarke Limited. (6 Marks)

QUESTION TWO (20 MARKS)

- a) Explain any modern method of performance appraisal. **(8 Marks)**
- b) Explain Advantages of computerized system Human Resource Management Information Systems (HRMIS). **(6 Marks)**
- c) Describe the characteristics of sound human resource policy. **(6 Marks)**

QUESTION THREE (20 MARKS)

- a) When employees leave the organization, the organization loses qualified and talented staff. Identify ways of ways of dealing with employee turnover. **(6 Marks)**
- b) The job description sets the parameters of the job, by covering all of the requirements. Explain the key elements of a job description. **(6 Marks)**
- c) A human Resource manager plays a critical role in the running of any organization. Explain the main functions of a human resource manager. **(8 Marks)**

QUESTION FOUR (20 MARKS)

- a) Organizations strive to employ the most suitable employees. Discuss the advantages of internal recruitment. **(6 Marks)**
- b) Training is the process of increasing the knowledge and skills of an employee for doing particular jobs. Explain any four benefits of employee training. **(8 Marks)**
- c) Describe the various types of employee mobility within the organization. **(6 Marks)**

QUESTION FIVE (20 MARKS)

- a) Examine the main causes job demotivation among employees. **(6 Marks)**
- b) Discuss the various methods employees separate from the organization. **(8 Marks)**
- c) Explain the benefits of taking new employees through the orientation process. **(6 Marks)**