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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2022/2023 ACADEMIC YEAR**  
**THIRD YEAR, SECOND SEMESTER EXAMINATION**  
**FOR THE DEGREE OF BACHELOR OF SCIENCE**  
**(BUSINESS ADMINISTRATION)**

Date: 4<sup>th</sup> August, 2022  
Time: 11.30am –1.30pm

**KHR 305 - PERSONNEL ADMINISTRATION**

**INSTRUCTIONS TO CANDIDATES**

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

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**QUESTION ONE (30 MARKS)**

**CASE STUDY: MOOR & MOORE Ltd**

Moor and Moore Ltd is a business-to-business sales company that manufactures small motors and accessories for industrial and home products. The industry is highly competitive, and the company follows a prospector strategy. A prospector strategy takes advantage of new markets and products. To respond to competitive and rapidly changing markets, prospectors have flexible, flat and more decentralized organizational structures. Moor and More is headquartered in a small southern town of 28,000 people, with a low unemployment rate of 3.1 percent. This means that demand for workers exceeds the labor supply.

The marketing and sales department continues to sell products to an expanding market. the company has embraced technology across most of its departments to enhance service delivery. Motors and More employs 116 people. Until last month, there was no HR department. Recently, the organization's employee turnover rate has been on the rise with exit interviews pointing to work overload, unsafe working conditions, inconsistent decisions by supervisors, poor grievance management systems, lack of employee involvement, untimely remittance of statutory deductions among other reasons.

The CEO pointed out a challenge in tracing employee records due to poor records management to which the new HR proposed a HRMIS as a solution. Release and control of information was carried out haphazardly with no clear policy on filing. Some departments used alphabetical filing systems, some used numerical, some combined both and others used chronological filing system. The CEO requested for a written response on the benefits and cost of the HRMIS from the Human Resource Manager.

Eighty-eight percent of Motors and More employees are Caucasian. With the exception of one female supervisor in the customer service department, the president and all other managers are Caucasian men. Management promotions have been based on seniority. The local labor market population is approximately 48 percent minority. All the employees in manufacturing, customer service and operations have at least a high school degree or GED.

### **QUESTIONS ONE 30 MARKS**

- a) Examine the emerging issues in Moor and Moore that the HR will have to deal with.  
(6 Marks)
- b) Propose an approach the HR should use to address the labour issues in Moor and Moore.  
(6 Marks)
- c) Analyse some of the benefits of HRMIS that the HR could have indicated in her response to the CEO.  
(6 Marks)
- d) Examine some of the reasons for employee turnover in Moor and Moore Ltd.  
(6 Marks)
- e) Distinguish between the Alphabetical, Numerical, and chronological filing systems used in Moor and Moore Ltd.  
(6 Marks)

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

- a) Nzala Ltd, a newly established SME is in the process of formulating Human Resource policies for the organization. Describe the steps they should follow to accomplish this task.  
( 10 Marks)
- b) Kime Ltd, a large manufacturing firm intends to centralize its office record keeping system. Explain five reasons that may account for this decision.  
(10 Marks)

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

- a) Describe the procedure for collecting, analyzing, disseminating and updating information in information systems.  
(10 Marks)
- b) Explain five types of standard personnel information that may be stored in a company's personnel administration records.  
(10 Marks)

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

- a) Evaluate the role of personnel administration in organizations.  
(10 Marks)
- b) Distinguish between PAYE, NHIF and NSSF in accordance with the relevant Acts of parliament.  
(10 Marks)

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

- a) Njahia Ltd plans to introduce a new Human Resource Management Information System (HRMIS). Explain five problems that the organization may encounter in implementing the system.  
(10 Marks)
- b) Mbula Ltd is in the process of developing the company's policies and procedures. Analyse some of the areas to be covered by the HR Procedures.  
(10 Marks)

