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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR
THIRD YEAR, FIRST SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 6th December, 2023
Time: 8.30am –10.30am

KHR 301 - HUMAN RESOURCE MANAGEMENT 1

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

Read the case study below and answer the questions that follow

ABC company Limited is a large organization which specializes in production and distribution of agricultural equipments in East African Region. The company has several branches in Kenya, Uganda, Tanzania, Southern Sudan and Rwanda. The company's headquarters is in Nairobi. The principal human resource manager is based in Nairobi. Whenever a vacant post arises in any of the branches the principal human resource manager recruits employees from external sources. This made some very experienced employees exit from the Company because of feeling very demotivated since they were not recognized by the management. This resulted to serious skill gaps. The employees who had worked in the company for more than ten years decreased their productivity as a result of finding that they will never progress in their career.

However, the company incurs a lot of money during recruitment exercise and in training of the newly recruited employees so as to familiarize the new employees with company expectations, policies and procedures. The company's human resource plan stipulates that before exploring external sources when vacancies arises, internal sources of recruitment should first be sought. The violation of human resource plan by the principal human resource manager has made him to be in conflict with top company management and have given him a show cause letter to explain. This has been caused by complaints from some employees who claimed that they had stagnated in one position for many years. Indeed this scenario led to labour turnover of very experienced employees.

- a) Advise the principal human resource manager on the benefits of adhering to human resource plan (6 marks)
- b) Discuss the demerits of recruiting employees from external sources. (6 marks)
- c) Advise the top management on the benefits of recruiting employees from internal sources. (6 marks)
- d) Examine the problems caused by labour turnover. (6 marks)
- e) Explain any six reasons that justify the reasons that makes an organization spend a significant portion of its budget in training her employees. (6 marks)

QUESTION TWO (20 MARKS)

- a) Discuss the features of groups in reference to group dynamics in an organization. (6 marks)
- b) Explain the pre-requisites of successful employee grievance handling. (7 marks)
- c) Explain the importance of conducive work environment in an organization. (7 marks)

QUESTION THREE (20 MARKS)

- a) The Employment Act 2007 revised in 2021 of the laws of Kenya stipulates that the circumstances under which an employer can summarily dismiss an employee. Explain any such six circumstances as stipulated in section 4.4. (6 marks)
- b) Discuss the importance of orientation of new employees in an organization. (8 marks)
- c) Examine any six features of employee mentorship (6 marks)

QUESTION FOUR (20 MARKS)

- a) Maslows hierarchy of needs theory is of critical importance to human resource officers / managers of many organizations in regard to employee motivation. Advise the human resource officer of Kiriri Women's University of Science and Technology on how she can apply this theory in regard to motivation of workers in University. (7 marks)
- b) Discuss the issues of concern in the labor market facing Human Resource Managers. (8 marks)
- c) Examine the Principles of placement. (5 marks)

QUESTION FIVE(20 MARKS)

- a) Explain the functions of human resource management (6 marks)
- b) Discuss the benefits of employee well being from the organizational perspective. (8 marks)
- c) Examine the importance of human resource policies in an organization. (6 marks)