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

Date: 5<sup>TH</sup> DECEMBER 2024

Time: 8:30AM – 10:30AM

**INSTRUCTIONS TO CANDIDATES**

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

**QUESTION ONE (30 MARKS)**

Read the passage below and answer the questions that follow

**TOXIC WORK ENVIROMENT**

Cara works as a personal assistant for a famous interior designer named Erica Payne. When Erica comes to the office, Cara feels very anxious because she expects Erica to criticize something. Yesterday, Erica scolded Cara in front of other employees for not organizing the swatches correctly, saying, "Didn't they teach you anything in college?" This made Cara embarrassed and angry. Since Cara started working for Erica, she has been feeling more and more down. Even thinking about work makes her feel sad.

Every morning, Erica puts a lot of work on Cara's desk with a note that says, "Off to find more business. Please take care of these things before I return." When Cara sees the pile of papers on her desk, she immediately feels overwhelmed and anxious. She complains that her boss always gives her more work than she can finish in one day. Cara finds it challenging to meet with Erica and get her to prioritize the workload. If Cara can't finish everything, she is labeled as "inefficient" or "lacking initiative."

**Questions**

- Identify the signs of unhealthy work environment in Cara's case. (6 Marks)
- Describe how Erica's behavior impact Cara's mental well-being. (6 Marks)
- Highlight steps that Cara can take to address the emotional impact of Erica's behavior. (6 Marks)
- Explain how lack of clear communication contributes to Cara's workload challenges. (6 Marks)
- Describe ways can Cara employ to cope with the daily anxiety and pressure from her workload. (6 Marks)

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

- a) 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)
- b) Organizations strive to employ the most suitable employees. Discuss the various sources of recruitment used by an organization (6 Marks)
- c) Training is the process of increasing the knowledge and skills of an employee for doing particular jobs. Explain the advantages of training (6 Marks)

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

- a) Employee reward is one of the ways of maintaining and retaining good employees. Analyze the factors influencing compensation of employees (8 Marks)
- b) Planning is a function that precedes any other management function. Examine the benefits of human resource planning in an organization (6 Marks)
- c) When there is a shortage of staff or skills the Human resource plan should make provisions. Identify ways of dealing with employee shortage (6 Marks)

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

- a) Performance Appraisal enables an organization to maintain individuals and group development by informing employees of their performance. Discuss the importance of conducting a performance appraisal in organizations. (8 Marks)
- b) Explain the challenges a manager may encounter during a recruitment process. (6 Marks)
- c) Outline the basic principles that should be followed at the time of placement of an employee on the job (6 Marks)

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

- a) Evaluate the key causes job dissatisfaction (8 Marks)
- b) Policy is the framework within which organizations operate. Describe the features of a sound personnel policy (6 Marks)
- c) 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)