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KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
SECOND YEAR, SECOND SEMESTER EXAMINATION
FOR THE BACHELOR OF SCIENCE(HOSPITALITY MANAGEMENT)
KHM 2205:HOSPITALITY ADMINISTRATION & HUMAN RESOURCE

Date: 5th December 2024

Time: 11.30am-1.30pm

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

Read the case study below and answer questions A to E.

Case Study: Enhancing HRM Practices at Magallah Incorporation

Magallah Incorporation is a mid-sized software development company located in Rift Valley. Established in 2010, the company has rapidly grown, employing around 500 staff members. Magallah Incorporation specializes in creating custom software solutions for clients across various industries, including healthcare, finance, and e-commerce. As the company expands, its HR department recognizes the need to improve its HRM practices to enhance employee satisfaction and retention. With a diverse workforce that includes software engineers, project managers, and quality assurance specialists, the company aims to foster a collaborative and innovative culture.

Due to increased competition in the tech industry, Magallah Incorporation has been facing challenges in attracting top talent. The company's recruitment process is primarily reactive, relying on job postings on popular job boards and employee referrals. As a result, many critical positions remain unfilled for extended periods, leading to project delays and increased workloads for existing staff. Initial onboarding consisted of a one-week orientation with minimal follow-up training. New employees reported feeling unprepared for their roles, leading to lower productivity levels and frustration among team members. This lack of preparation was particularly evident in technical roles where employees struggled to understand company-specific tools and processes.

While Magallah Incorporation offered competitive salaries, employee feedback indicated that benefits were not aligned with industry standards, particularly in health and wellness. Employees expressed concerns about the adequacy of health insurance options, mental health support, and wellness initiatives, which they viewed as crucial for their overall well-being. Employee engagement scores were low, with reports of a lack of recognition and communication from management. Many employees felt undervalued and disconnected from the company's strategic goals. Regular feedback sessions were infrequent, leaving employees feeling uninvolved in decision-making processes.

Employee turnover was high, reaching 25% annually, and exit interviews were not being utilized effectively to gather actionable insights. Departing employees often cited issues related to workload, lack of career advancement opportunities, and poor management communication as reasons for leaving.

- a) What strategies could Magallah Incorporation implement to enhance its recruitment efforts? (6 marks)
- b) How can Magallah Incorporation measure the effectiveness of its training programs? (6 marks)
- c) What strategies could be introduced to improve employee satisfaction at Magallah Incorporation? (6 marks)
- d) Advise the management of Magallh Incorporation on the strategies to implement for the continuous improvement of employee engagement (6 marks)
- e) How should the company handle negative feedback received during exit interviews to ensure it leads to positive changes? (6 marks)

QUESTION TWO (20MARKS)

- a) As the Human Resource Planning manager, discuss the challenges organizations face in Human Resource Planning (6 marks)
- b) What are the most effective sources for identifying and attracting candidates during the recruitment process (8 marks)
- c) Examine the role of an effective performance management system in employee development, (6 marks)

QUESTION THREE (20MARKS)

- a) Discuss the strategies organizations can implement to enhance motivation and improve overall employee performance (8 marks)
- b) Explain how the key principles of employee placement, can influence the effectiveness of staffing decisions in aligning employees' skills and competencies with organizational needs (6 marks)
- c) What are the key factors influencing employee compensation in today's organizations (6 marks)

QUESTION FOUR (20MARKS)

- a) Examine the most effective training methods utilized by organizations to enhance employee skills and knowledge (6 marks)
- b) Discuss the key legal considerations that organizations must address in managing employee relations (6 marks)
- c) What strategies can companies implement to enhance employee well-being and satisfaction in the workplace (8 marks)

QUESTION FIVE (20MARKS)

- a) Discuss the different methods of employee separation used by modern organizations (6 marks)
- b) Explain how Job Analysis helps organizations align candidate qualifications with job requirements to ensure better hiring decisions (8 marks)
- c) Outline the key objectives of Human Resource Management in an organization (6 marks)