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

Date: 1<sup>st</sup> August, 2022  
Time: 11.30am –1.30pm

**KHR 302 - HUMAN RESOURCE MANAGEMENT 11**

**INSTRUCTIONS TO CANDIDATES**

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

**QUESTION ONE (30 MARKS)**

**HRM CHALLENGES**

Career support and development benefits are top of the HR challenges for 2022, especially for firms looking to stay ahead of the competition. HR professionals should ensure they help employees grow professionally through education, training, and advancement opportunities. Companies also need to establish clear policies on time management, change management and employee involvement. The rise of remote work comes with a unique set of human resource problems and solutions. Human resource managers are required to re-look into their span of control especially for remote working employees. Handling performances in the workplace remains one of the current issues in human resource management. To effectively manage performance reviews, HR professionals should know their company's performance management processes and guidelines. This enables them to better understand why their organization uses specific methods and how those goals align with corporate values. Many organizations today have changed their organization structure to help cope with the market changes and meet customer needs thereby enhancing efficiency and effectiveness.

**Required:**

- a) As the Human Resource consultant, advise on general principles to effective time management (6 marks)
- b) Advise the human department of the benefits of developing change management policies (6 marks)
- c) Highlight the benefits of employee involvement during the post covid era. (6 marks)
- d) Describe the benefits of adopting a flat organizational structure in the current competitive environment (6 marks)
- e) Advise on the human resource management skills that are essential to successful management ( 6 marks)

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

- a) Explain the ethical dilemmas faced by HR Practitioners during recruitment process  
(10 marks)
- b) The purpose of job redesigning is to identify the task significance and skill variety available in the organization and reallocating the job-related tasks and responsibilities according to the specific skills possessed by an employee. Examine the process of job redesign.  
(10 marks)

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

- a) Job design strategies assist organizations meet their human resource needs. Explain the various job design techniques that an organization can utilize.  
(10 marks)
- b) Mr. John Omari who is a Human Resource consultant has been approached by Preston Junior Company Ltd to help them in designing an organization structure. As a human resource specialist explain the criteria for determining appropriateness of the organization structure.  
(10 marks)

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

- a) Tiles Company Ltd is considering introducing “method improvement” in all its business undertakings. As a HR Consultant, examine the method study stages  
(10 marks)
- b) Human Resource Practitioners in Kenya are expected to adhere to the principles of sound human resource management. Describe the code of conduct for Human Resource Management Practitioners that guide Human Resource Practitioners in Kenya.  
(10 marks)

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

- a) Nakuru Restaurant Ltd conducts an evaluation at the end of every year to assess the effectiveness of the HR function. As a HR specialist, advise the management on the basis for evaluate the effectiveness of the human resource management function.  
(10 marks)
- b) Explain the benefits of implementing effective time management strategies to an organization  
(10 marks)