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

Date: 19<sup>th</sup> April, 2023  
Time: 11.30am – 1.30pm

**KHR 001 - INTRODUCTION TO HUMAN RESOURCE MANAGEMENT**

**INSTRUCTIONS TO CANDIDATES**

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

**QUESTION ONE (30 MARKS)**

**THE JSS PROGRAMME**

The government introduced the Competency-Based Curriculum (CBC) in 2017. CBC emphasises nurturing of learners' potential, national values, and integration of science, technology and innovation. It also seeks to ensure that the skills taught in educational institutions match the requirements of the industry. This will facilitate the acquisition of 21st Century knowledge, skills and competencies, values and character development, patriotism and global citizenship, with positive implications for the quality of human capital. These educational reforms are inextricably linked to the attainment of the Kenya Vision 2030.

Teachers Service Commission (TSC) has also announced that primary school teachers who have advanced their qualifications will be promoted and deployed to teach junior secondary school (JSS). This is laudable as many of them have been agitating for promotion after investing time, money and effort in their education where some doctorate holders are still teaching in primary schools. From 2014, TSC stopped automatic promotions based on academic papers but rather on performance. Whereas it is a modern-day practice, it cannot completely blank out the importance of in-service upskilling.

The deployment of primary school teachers and interns to JSS is only a stop-gap measure which risks depleting primary schools of their teachers. Although TSC defends the internship programme, the teachers are grossly underpaid and many only take up the jobs with the hope that they might be hired on better terms in the future.

The understaffing in public schools despite thousands of teachers being jobless is shameful. TSC must come up with a strategy, backed by data, to deal with the problem that has snowballed into a crisis since the direct hiring of teachers from universities and colleges were stopped in 1998.

The Presidential Working Party on Education Reform also ought to come up with workable recommendations for reforming teacher education and training in all institutions of learning to align it with the national developmental goals. (*Adopted from <https://nation.africa/kenya/editorials>*)

**Required: Answer the following questions based on the excerpt above**

- a) Highlight the benefits TSC will accrue by conducting internal recruitment by promoting and redeploying teachers with qualifications to teach in JSS (6 marks)
- b) TSC stopped automatic promotions based on academic papers but rather on performance. Give reasons why many organizations have opted for performance based reward (6 marks)
- c) Describe reasons why the government introduced the Competency-Based Curriculum (6 marks)
- d) The deployment of primary school teachers and interns to JSS is only a stop-gap measure which risks depleting primary schools of their teachers. Advise TSC on the other training and development methods that can be adopted to help them improve their workforce. (6 marks)
- e) TSC must come up with a strategy, backed by data, to deal with the problem of understaffing. Advise TSC on how human resource planning can turn around this situation. (6 marks)

**QUESTION TWO (20 MARKS)**

- a) KWUST wants to employ chefs to support the Hospitality Department. They have approached you to help them highlight the key areas they need to capture in the Job specification. Advise them on the main areas in a job specification (8 marks)
- b) Examine the importance of conducting orientation exercise for the new recruits. (6 marks)
- c) Explain the various methods of employee training that can be adopted in the organization (6 marks)

**QUESTION THREE (20 MARKS)**

- a) Performance appraisal is an integral part in the management of workforce. Examine the need for performance appraisals in organizations today (8 marks)
- b) The searching of suitable candidates and informing them about the openings in the enterprise is the most important aspect of recruitment process. Discuss the benefits of external sources of recruitment (6 marks)
- c) Examine the various types of employee mobility. (6 marks)

**QUESTION FOUR (20 MARKS)**

- a) Using a well-labelled diagram, illustrate the steps involved in job analysis exercise (10 marks)
- b) Apolo Ltd has been trying to attract qualified and competent staff to their organization without success. The Human Resource manager has attributed this to poor remuneration of staff. Advise the company on the importance of rewarding employees fairly and equitably (10 marks)

**QUESTION FIVE (20 MARKS)**

- a) As a HR expert, elaborate on the challenges encountered when implementing employee welfare services in organization (10 marks)
- b) Employee mobility has an impact not only on the individual, but also to the organization. Discuss employee separation methods (10 marks)