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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: 27th July, 2022
Time: 11.30am –1.30pm

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

MWANGAZA GIRLS SECONDARY SCHOOL

Mrs. Matumbo is the principal of Mwangaza Girls Secondary School which has four streams with a population of 500 students and a teacher population of 30. The school development since Mrs. Matumbo landed in the school for the last three years in 2018, has stagnated although the parents are very active in honouring their fees obligations. A team of Quality Assurance and Standards Officers carried abrupt inspection in the school on the first week of term one in 2022. The findings of the officers were as follows: The last time the school prepared Human Resource plan was 2012 which expired in 2016; The principal purchases school equipments and other supplies from Menge Company which is owned by his wife; There was no record of employees in the school. When questioned by the officers the process she uses to hire the school employees and she told them that she does not advertise any vacancy in the school but just employees directly the person she finds qualified ; The staff were never involved in decision making in regard to critical school issues and that the principal is never concerned with student and teacher motivation; the staffroom is very small with congested desks where the teacher prepares their lessons; from the school compound was characterized by pits and logs of wood leaking roofs of both classes and staffroom such that during rains a lot of books of students and teachers were spoiled , the turn over of teachers was very high as evidenced by five requests of 10 teachers to transferred from the school ;no copy of school rules was found in the school. and the performance of the school in national examination has been declining as shown below.

Year	Mean Score	Mean Grade
2018	6.5	C+
2019	5.5	C
2021	4.2	D+

Other revelations were as follows: The school has never held any prize giving ceremony for the last two years, there are no team building workshop resulting to a lot of disunity among different cadres of staff in the school , there were several potholes in both classes and the staffroom and that the walls of both classes and staffroom were lastly painted in 2015 and therefore looking very dirty and unattractive to the eyes. Both academic and support staff reported that the principal lacked respect for the both teachers and students.

Required:

- a) Citing the case study, explain human resource management related reasons that account for the declining school performance in national examination during the tenure of Mrs. Matumbo as a School Principal of Mwangaza Girls Secondary School. (6 marks)
- b) Advice Mrs. Matumbo on the benefits of Human Resource planning. (6 marks)
- c) Discuss elements of workplace environment in Mwangaza Girls Secondary school that are not conducive for both teachers and the students.. (6 marks)
- d) Suggest to the school Principal the motivation strategies she should put in place in order to motivate students and teachers. (6 marks)
- e) Advice Mrs. Matumbo on the need for having planned recruitment policy when hiring school employees (6 marks)

QUESTION TWO (20 MARKS)

- a) Discuss the functions of human resource department? (10 marks)
- b) Examine the five stages of team formation? (10 marks)

QUESTION THREE (20 MARKS)

- a) Explain the principles of human resource management? (10 marks)
- b) Discuss the nature and importance of positive work environment in work place? (10 marks)

QUESTION FOUR (20 MARKS)

- a) Discuss the application of Maslow's hierarchy of needs theory in human resource management? (10 marks)
- b) Examine the responsibilities of first line supervisors in an organization with respect to occupation health and safety? (5 marks)
- c) Explain the components of a healthy prospering company culture? (5 marks)

QUESTION FIVE (20 MARKS)

- a) Discuss the strategies a manager can put in place to ensure effective group contribution in an organization? (10 marks)
- b) Discuss the justifiable or law grounds under which an employee can be dismissed in an organization in regard to revised employment act cap 226 of the laws of Kenya. (10 marks)