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# KIBABII UNIVERSITY



*(Knowledge for Development)*

**UNIVERSITY EXAMINATIONS**

**2020/2021 ACADEMIC YEAR**

**THIRD YEAR FIRST SEMESTER**

**MAIN EXAMINATION**

**FOR THE DEGREE OF BACHELOR OF  
COMMERCE**

**COURSE CODE: BCH 312**

**COURSE TITLE: HUMAN RESOURCE MANAGEMENT**

**DATE: 13/5/2021**

**TIME: 2.00PM - 4.00PM**

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### **INSTRUCTIONS TO CANDIDATES**

Answer Question One in Section A and Any other TWO (2) Questions in Section B

TIME: 3 Hours

KIBU observes ZERO tolerance to examination cheating

This Paper Consists of 3 Printed Pages. Please Turn Over.

## SECTION A

1a. Talent management is the systematic process of identifying the vacant positions, hiring the suitable persons, developing the skills and expertise of the persons to match the position and retaining them to achieve long-term business objectives. Explain why firms need to invest in such activities (10 marks)

1b. Human Resource is currently regarded to be the most important Resource in an organization. Explain the measures that management should take to ensure that this resource is properly utilized. (10 Marks)

1c. one activity during the process of recruitment is advertisement. Discuss the importance of advertising during recruitment in any organization. (10 Marks)

## SECTION B (*Answer any Two Questions in this section*)

2a.) Discuss how a Human Resource Manager can use Human Resource planning in linking HRM to organization's strategy (10 marks)

2b.) Discuss the following models of human capital management, as far as human resource procurement is concerned;

- i. Unique skill set model
- ii. Common resource pool model (10 Marks)

3a.) Describe the process of Human Resource Audit (10 Marks)

3b.) Retention relates to the extent in which an employer retains its employees and may be measured as the proportion of employees with a specified length of service. What makes this exercise necessary in organizations? (10 Marks)

4. Gender bias is pervasive at work and in organisations, creating inequalities at every stage of the employment cycle. Gender-based stereotypes affect which candidates get recruited for certain roles and which do not, which candidates get selected for those roles and why, how salaries are negotiated, how managers provide feedback to their employees, and which employees receive career development opportunities and career encouragement and which do not. How best can Managers handle gender equality in the organizations? (20 Marks)

5a. Summary dismissal is justified under section 44(3) and (4) of the Employment Act, 2007. Explain in earnest the grounds in which the employee can be summarily dismissed by the employer (10 Marks)

5b.) Emotional Intelligence test is one of the pre-employment tests during recruitment and selection. As a HR manager, what do you think characterizes emotional intelligence? (10 marks)

*END*