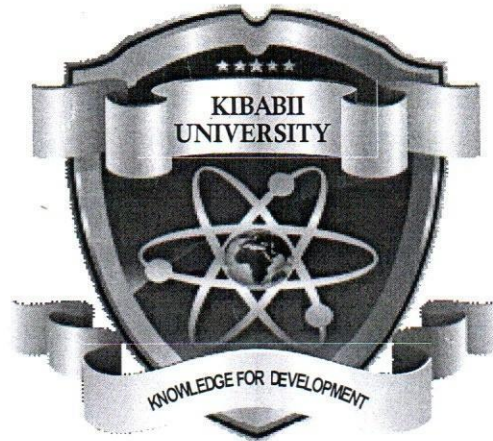


156

# KIBABII UNIVERSITY



## UNIVERSITY EXAMINATIONS

**2019/2020 ACADEMIC YEAR  
SECOND YEAR SECOND SEMESTER**

**SPECIAL/SUPPLEMENTARY EXAMINATION**

**FOR THE DEGREE OF BACHELOR OF COMMERCE**

**COURSE CODE: BBM 203/BBH 211/ BCH 211**

**COURSE TITLE: HUMAN RESOURCE MANAGEMENT**

**DATE: 11/02/2021**

**TIME: 8.00AM-10.00AM**

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### **INSTRUCTION TO CANDIDATES**

- 1) The paper contains **FIVE** questions
- 2) Attempt **THREE** questions
- 3) Question **ONE** is Compulsory

**TIME: 2 Hours**

**KIBU observes ZERO tolerance to examination cheating**

## SECTION A

### QUESTION ONE

- a) Briefly discuss the tasks involved in staffing as a function of HRM (6marks)
- b) Most organizations are going Global, what are the competencies which international managers serving in a multinational environment should possess (8marks)
- c) Explain the causes of loss of working hours (8marks)
- d) In order to get a job done, all one needs to do is to “pay workers a salary to do it”. Why is this no longer acceptable in modern Human Resource Management (8marks)

### SECTION B

2a) What is the role of a human resource manager as a decision maker in an organization  
(10marks)

b) Many business organizations are in a hurry to replace staff that are leaving. Businesses are also quick to hire new personnel when it is sensed that there is an increased or unmanageable workload. Why is it important to consider deployment before employing new employees?

(10marks)

3a) the Human Resource manager is said to have staff responsibility while other managers have line responsibility. Explain how a human resource manager can impact positively in achievement of organizational goals  
(10marks)

b) In the last two years XYZ Company has been sourcing its employees externally. This was after discarding a policy of always promoting the existing staff when posts fell vacant. A survey has revealed that this approach has enhanced the organization’s effectiveness. As the Human Resource Manager, explain the measures that the organization should take to manage the potential of such employees.  
(10marks)

4 a) Many organizations in Kenya particularly those that are government funded are faced with overstaffing. Explain the various alternative course of action that can be taken to solve this problem  
(10marks)

b) Explain the elements that constitute the corporate policy statement of an organization  
(10marks)

5a) What are the problem that may be experienced by an organization which adopts a decentralization policy? (10marks)

b) Explain how personal qualities of a Human Resource Manager may contribute to the effectiveness of an organization operating in a competitive environment (10marks)