

**KIBABII UNIVERSITY**



**UNIVERSITY EXAMINATIONS  
SPECIAL/SUPPLEMENTARY EXAMS**

**2019/2020 ACADEMIC YEAR**

**FIRST YEAR FIRST SEMESTER**

**FOR THE DEGREE OF MASTER OF SCIENCE IN  
HUMAN RESOURCE MANAGEMENT**

**COURSE CODE: HRM 801**

**COURSE TITLE: HUMAN RESOURCE MANAGEMENT**

**DATE: 1/2/2020**

**TIME: 8.00 – 10.00AM**

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**INSTRUCTIONS TO CANDIDATES**

**Answer Question ONE (compulsory) and ANY OTHER THREE questions**

### QUESTION ONE

- (a) With reference to performance management, explain the following with the help of suitable examples:
- (i) Behaviourally Anchored Rating Scale (3mks)
  - (ii) Management by Objectives (3mks)
  - (iii) 360 degree appraisal (3mks)
  - (iv) Total Quality Management (3mks)
- (b) Organizations should carry out Human Resource planning so as to meet business objectives and gain an advantage over competitors. Explain how this can be achieved (15mks)
- (c) Explain why it is important for Human Resource management to evolve from an administrative and operational level to a strategic level (13mks)

### QUESTION TWO

- (a) Discuss the ethical issues in Human Resource Management (10mks)
- (b) Examine the various alternative work arrangements that organizations can employ (10mks)

### QUESTION THREE

- (a) Give reasons why organizations should make use of employment tests in selecting their employees (8mks)
- (b) Compare internal versus external sources of recruitment (12mks)

### QUESTION FOUR

- (a) Interviews are commonly used in selecting the best suitable candidate for the job. However, the best job applicant is not necessarily offered the job. Discuss (10mks)
- (b) Discuss how technological developments are affecting Human Resource Management (10mks)

### QUESTION FIVE

- (a) Describe trends in the labour force composition and how they affect the management of human resources (8mks)
- (b) Discuss the various methods used for selecting human resources of an organization (12mks)