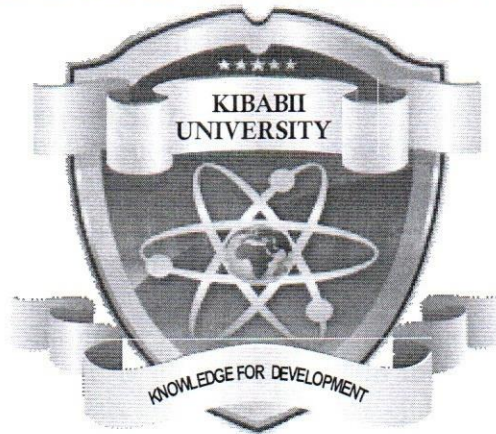


KIBABII UNIVERSITY



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UNIVERSITY MAIN EXAMINATIONS

2017/2018 ACADEMIC YEAR

SECOND YEAR FIRST SEMESTER

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCH 203

COURSE TITLE: HUMAN RESOURCES MANAGEMENT

DATE: 16/01/2017

TIME: 2 - 4PM

INSTRUCTIONS TO CANDIDATES

Answer **All** questions in Section A and Any other **TWO (2)** Questions from section B

SECTION A
QUESTION ONE

Read the passage below and use the information to attempt question one.

The Business of music at Westcom Software

Westcom Software Limited of Nakuru, is one of the fastest growing software companies in the industry, with current earnings in the Kshs. 50 million to Kshs. 100 million ranges. It prides itself on its unique and unorthodox culture. Many of its approaches to business are unusual, but in Nakuru's fast changing and highly competitive environment they seem to work.

There is no dress code and employees make their own hours often very long. They tend to socialize together (the average age is 28 years), both in the offices, well stocked kitchen and company –sponsored events to places like local dance clubs and retreats in Masai Mara and Malindi. An in-house jargon has developed, and the shared history of the ten year old firm has taken the status of legend. The staff also have flexible working time and some even work from home. Responsibility is heavy and comes with a “Just do it now” attitude that dispenses with long apprenticeships. New recruits are given an intensive training known at Westcom University and described by participants as “more like boot camp than a business schools”. Information is delivered as if with “a fire hose”, and new employees are expected to commit their expertise and vitality in everything they do..

The firm employs about 700 such passionate people. Westcom's managers know that the rapid growth they seek depends on having staff of the best people they can find quickly, train and give broad responsibility and freedom as soon as possible. Founder and CEO Patrick Kogo says, “as a software company, people are everything. You can't build a software company, unless you're totally committed to that. Of course, the leaders at every company say “people are everything, but they do not act on it”.

Westcom makes finding the right people a companywide mission. Recruiters actively pursue the freshest and least experienced people in the job market, scouring college career fairs and computer science departments for talented overachievers with ambition and entrepreneurship instincts. Top managers conduct the first rounds of interview, letting prospects know they will be pushed to achieve but will be well rewarded. Employers take top recruits and others out of town when they arrive in Nakuru for a standard three day preliminary visit. A typical day might begin with gruelling interview but ends with a tour of Nakuru town and its environs. Patrick has been known to drive out to meet and woo hot prospects who couldn't make the trip for interview.

Recently, Westcom reviewed 16,000 resumes, conducted 5,000 on campus interviews, brought in 920 prospects in for interview, and hired 255 college graduates, who account for over a third of its current employees. The cost per hire was Kshs. 14500. Patrick believes it was worth every cent.

QUESTION ONE

(a) You have been hired as a HR consultant to advice Westcom on recruitment technique that it could employ other than the unconventional approach in attracting talent. Discuss these techniques and how they could be applied by the organization (6 marks)

b) As in the case, after recruitment, 255 college graduates were selected and hired. Differentiate between recruitment process and selection process. (10 Marks)

c) Explain the importance of employee promotion in an organization and discuss what makes an organization choose internal promotion from external promotion. (8 marks)

d) Explain at least five factors that can affect the compensation policy of any organization. (6 marks)

SECTION B

QUESTION TWO

Briefly explain the following terms (20 marks)

Job design

Job specification

Job description

Job evaluation

QUESTION THREE

The CEO of Tiger Company has proposed changes which would see performance review being affected.

a) As a human resource consultant explain to the CEO why performance appraisal would be necessary (12 marks)

b) As a human resource manager of Ganga enterprises, identify any five issues you would include in an induction program for new employees. (8 marks)

QUESTION FOUR

a) The result of HR workforce analysis, HRDF and HRSF are used in formulating HR actions and plans. Describe the actions taken by the HR manager in terms of a;

i) Projected shortage

ii) Projected surplus (10 marks)

b) Explain the benefits that accrue to the organization that practices human resource planning. (10 marks)