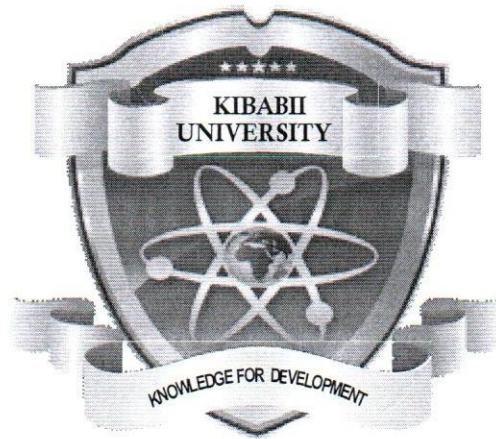


KIBABII UNIVERSITY



15

UNIVERSITY MAIN EXAMINATIONS

2017/2018 ACADEMIC YEAR

THIRD YEAR FIRST SEMESTER

FOR THE DEGREE OF BACHELOR OF
COMMERCE

COURSE CODE: BCH 309

COURSE TITLE: HUMAN RESOURCE PROCUREMENT

DATE: 15/01/2018

TIME: 2 - 4PM

INSTRUCTIONS TO CANDIDATES

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

QUESTION ONE (COMPULSORY)

Kibabii Restaurant started its operations in 2015 as a family business owned by three brothers namely Jim, John and Jack. The three jointly financed and managed the startup capital and investments. None of the brothers had training in leadership and business management. Their style was based on what they had seen other business people do! However, Jack was a trained Architect, John an Arts and Design graduate while Jack was a trained Hotelier. The Restaurant has grown and expanded to four other outlets within the outskirts of Bungoma. Each new chain (outlet) was started whenever customers requested that they required similar services near their geographical locations. The employees were drawn mainly from family members or acquaintances of the three directors. Hiring of new employees was based on the assumption of the expected number of customers that each restaurant would serve in each geographical area. This trend led to over employment of workers since there were no guidelines given on the number of employees required and type of skills needed. Majority of those hired were high school graduates without any specialized training. A lot of emphasis was put on getting the customers served promptly and as a result the new employees were required to learn on the job and from experienced workers. Assistance on necessary menu requirements was delegated to Jack who was seen as the best instructor of the chefs. Whenever Jack was away, the two directors (Jim and John) depended on the goodwill of the long serving chefs to guide others. This unfortunately had its downside as there was a lot of wastage due to spoilt foodstuff during such periods. Though the business expansion continued within the first three years of operation, the directors due to lack of sound financial management and leadership skills, failed to monitor revenue collections against recorded expenditures. The revenue collected was expended directly without banking nor against any planned budget. The largest expenditure incurred were mostly employee staffing costs and daily operational expenses that included purchase of specific perishable foodstuffs.

As a monopoly Kibabii restaurant business was strategically positioned in an area served by majority of non-government organizations, banking institutions and nearby motor vehicle dealers and garages. The restaurant business was booming and returns seemed quite promising for the initial three years of establishment. This prompted the directors to start providing outside catering services for snacks and lunches to nearby hospitals and a few private companies. Unfortunately, no proper research of numbers and sustainability was done to determine whether the move was viable or not. Though the expansion of outlets and introduction of outside catering services necessitated additional skills to manage and supervise employees, the directors continued with the same management style and did not hire a human resource manager to handle employee matters. Some employees were absconding duties or reporting late as the workload did not require the huge workforce of thirty employees. The directors started experiencing a lot of internal management problems such as employee conflict, overstretched budgets and minimal profit margins. Because of downsizing by the NGOs due to reduced donor funding the revenue margins of the restaurant reduced and many employees became under-deployed while others started idling around following closure of two outlets. This stalemate compounded employees' relation matters at the Restaurant considering that none of the employees, both regular and casual workers had no formal employment contracts/temporary contracts and job descriptions. Management found itself in a big dilemma of how to handle the situation. The directors decided to consult a business management firm to advise them

on the way forward. Among the recommendations given was that the directors contract a human resource consultant to carry out a skills audit and advice on the best way to restructure Kibabii Restaurant to revamp its business operations. Amidst these plans and operations, the human resource consultant would find it quite challenging to carry out the audit since the only employee documents available though not well organized in files were copies of employees National Hospital Insurance Fund (NHIF), National Social Security Fund (NSSF), National Identification Document (ID) and Personal Identification Number (PIN), which the directors use to remit statutory deductions. A few employees had heard from grapevine that there was a likelihood of laying off some of them due to the reduction in business operations especially those whose outlets were closed and redeployed to the remaining two.

(a) As the HR consultant tasked with the responsibility of assisting Kibabii Restaurant management conduct a HR audit, discuss major highlights of your report to the directors

[10 marks]

(b) In relation to Kibabii Restaurant, describe the relationship between organizational structure and human resources requirements for an organization

[10 marks]

(d) From Kibabii Restaurant passage you have read, illustrate factors that affect management of human resources in family owned business

[10 marks]

QUESTION TWO

(a) efficient driven organizations consider manpower and skill inventory as very helpful in human resource planning. Briefly explain the importance of manpower and skill inventory in an organization

[10 marks]

(b) Pendo Samantha a human resource consultant, has been contracted by the Kibabii enterprise Company to recruit for them company technicians for their new station in Matunda. Briefly describe five emerging issues that affect the recruitment and selection of candidates in Kenya today

[10 marks]

QUESTION THREE

(a) Job analysis is a human resource process that is often under looked when crafting organizational structures. Examine the key features of information that is obtained from job analysis.

[10 marks]

(b) You have been asked to advice the Chief Executive Officer of your company on Labour regulations that govern employment practices in Kenya. Briefly describe any five of these labour regulations

[10 marks]

QUESTION FOUR

(a) The current economic situation in the country (Kenya) is forcing most of the employees out of jobs. Assess the methods of employee separation relevant in Kenya today. **[10 marks]**

(b) Mama Wasi Wasi, a newly employed Human Resource Officer in Kanduyi Limited has been having problems when conducting selection interviews. She has been blamed for her poor concentration, being cold and withdrawn in interviewing

sessions. Her short temper too does not encourage interviewees to have confidence. Describe the skills that Mama Wasi Wasi should acquire to improve her effectiveness in interviewing

[10 marks]

QUESTION FIVE

a) Outline the focus and scope of Human Resource Audit. **[5 marks]**

b) Explain the benefits of Human Resource Audit to an organization. **[5 marks]**

Equal employment opportunity and civil rights laws and regulations have narrowed the gap of employment opportunities for all in Kenya. Discuss any five ways of enhancing equal employment opportunities for people with disabilities in Kenya

[10]