# KIBABII UNIVERSITY

## UNIVERSITY EXAMINATIONS

### MAIN EXAMINATION

### 2020/2021 ACADEMIC YEAR

### FIRST YEAR FIRST SEMESTER

### FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION & MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

**COURSE CODE: MBA 801/HRM 801**

**COURSE TITLE: HUMAN RESOURCE MANAGEMENT**

**DATE: 03/08/2021**                              **TIME: 2.00PM-5.00PM**

## INSTRUCTIONS TO CANDIDATES

- Answer question **ONE** (compulsory) and any other **THREE** questions
- Question **ONE** attracts **40 marks**
- Time allowed is **THREE** hours
- All other questions attract equal marks (**20 marks**)

1

## QUESTION ONE

**Study the case and answer the questions that follow:**

Barasa, a Human Resource Manager for an insurance company, was beginning to wonder about the quality of the personnel that the firm's supervisors were recruiting. Typically the divisional and departmental supervisors were responsible for hiring insurance sales agents and computer programmers with little guidance from the home office. Barasa's primary recruitment responsibility was to ensure that there was no discrimination and offer whatever assistance in the recruitment process that other managers might request. Barasa's concern was about the recruitment process centered on the firm's inability to attract high caliber personnel. This was especially evident with sales agents who were routinely terminated by the company for ineffectiveness. Sales agent's applicants normally applied without prior solicitation by the company. An examination of the employment history of many sales agents revealed a work history marked by numerous job changes and career shifts. In spite of his suggestions to the contrary, the major Foundation Of Innovations requirement currently used by supervisors for sales agents was that they possess a state license to sell life insurance. Unfortunately the requirements for such a license are not very exact. Once hired, agents entered a life and health insurance training progamme, many candidates were unable to successfully complete the programme because they could not pass the written examinations. Those who did finish the programme were often found to lack the aggressiveness that is necessary to perform well in a highly competitive life and health insurance industry. Barasa had checked the training and the compensation programmes to determine if they were contributing to the problem and could discover no apparent weakness in these areas. He then talked to his supervisors to determine the source of the company's job applicants. It was then that he learned that nearly all candidates were simply taken from pool of unsolicited applicants who placed their resumes on file with whoever they initially contacted at the company.

### REQUIRED

a) Describe the main source of recruitment used in Barasa's Insurance Company by highlighting both the advantages and disadvantages of this source.
(10 marks)

b) By citing examples from the case study, explain the value of the recruitment process in the Insurance Company?
(10 marks)

c) How can the recruitment process be modified by the insurance company so that it is successful in attracting high caliber personnel
(10 marks)

d) Differentiate between recruitment and selection.
(10 marks)

## QUESTION TWO

Managing diversity is a challenging issue today in our organisations in Kenya and globally. It is about ensuring that all people maximize their potential and their contribution to the organization. It means valuing the differences between people and the different qualities they bring to their jobs which can lead to the development of a more rewarding and productive environment. Explain how a Human Resource Manager in a university set up can handle diversity to ensure organisational, personal and societal objectives are achieved.
(20 marks)

**QUESTION THREE**

(a) Performance Appraisal is an integral part of performance management. Interestingly the organization/management and the employees expect to derive different benefits from the performance appraisal system .Identify the major objectives of performance appraisal from both the employees and the employers' perspectives and explain with examples the process through which this can be achieved. (10 marks)

(b) "Industrial Accidents are expensive". Explain the significance of the statement and describe the various causes of these accidents and suggest measures that an employer should take statutorily as well as voluntarily for the prevention of accidents. (10 marks)

**QUESTION FOUR**

During the recent past incidences of direct actions like strikes by trade unions have been on the increase, explain the reasons of the unsatisfactory labour relations between the trade unions and management of organizations? Suggest by use of practical examples measures for healthy labour relations. (10 marks)

a) As Human Resource Manager of Coca Cola Company Limited, you have been invited to give a lecture on wages and salary administration in the New Millennium. Outline and explain the areas that should be contained in your speech. (10 marks)

**QUESTION FIVE**

Rivatex Kenya Ltd. was a textile manufacturing company employing more than 2000 people including executive and managerial staff. In 2013, the company decided to diversity into Garment manufacturing as well and found that existing manpower did not really fit into the requirement of achieving the new business objectives of the company. If you were hired as a Human Resource consultant to the organization at this stage.

a) What specific steps would you have suggested to the company to rectify the manpower imbalances. Explain. (10 marks)

b) Discuss the training methods that you will use to enhance productivity at the Company. (10 marks)