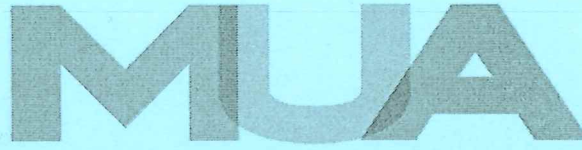


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/ BACHELOR
OF ARTS IN DEVELOPMENT STUDIES/ BACHELOR OF COMMERCE

BML 105/BCM 213/BDS 303: HUMAN RESOURCE MANAGEMENT

DATE: 29TH JULY 2022

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. DO NOT write on this question paper.
3. This paper contains SIX (6) questions.
4. Question ONE is compulsory.
5. Answer any other THREE questions.
6. Question ONE carries 25 MARKS and the rest carry 15 MARKS each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and, answer the questions that follow:

Nairobi Shapes Up Case

Dr. Kimani Alfred is an Extension Agent and County Director assigned to Family and Consumer Sciences (80 percent) and Administrative/Executive (20 percent). He has 12 years of experience with the last two years serving as County Director. He is the leader of a countywide Nairobi Shapes Up program that is one of the country's best with numerous businesses, churches, schools and public agencies involved. Dr. Kimani has shown incredible organizational and teaching skills as the county has had a Nairobi Shapes Up course or activity every week for the past two years. He has conducted programs at every school and senior center in the county and many workplaces. He carefully considers his program results and works to figure out how to improve outcomes. He has strong partnerships with the Head Start in his community while he has taught Head Start teachers how to use the Healthy Steps curriculum, and he has reached parents with numerous programs. This year was his second year as a member of the Country Nutrition and Food Safety Leadership Team that developed a number of educational resources. Dr. Kimani's individual annual plan was acceptable, and it was composed of action agendas in Nairobi Shapes Up and Nairobi Saves. Based on the needs of the county he serves, Dr. Kimani places most of his effort on Nairobi Shapes Up. However, the Nairobi Saves program he delivers has achieved similar success.

Performance Appraisals

Dr. Kimani supervises two Extension Agents, one Program Assistant, and one Administrative Assistant. They were very pleased with Dr. Kimani's professionalism and skill with the entire appraisal process. One agent told Dr. Kimani that he had an overall better feeling about the appraisal ratings because he had attended the entire Forage Management Field Day to see him teach and interact with farmers. Dr. Kimani

strives to be an instructional leader for the entire county Extension program, and he provides positive reinforcement and ideas for improvement. Prior to Dr. Kimani becoming County Director, the previous performance appraisal interviews were not really interviews at all. The employees were just presented with their appraisal form and told to sign it. Dr. Kimani used the performance factors (Program Development, Program Management, Program Accomplishments, Professionalism, and Community and Organizational Leadership) as an outline for the appraisal interview, he conducted with each individual employee. In these appraisals, all of the employees had some goal that touched on technology in programming and office efficiency. Dr. Kimani was also pleased that he had successfully implemented what he had learned at the performance appraisal in-service. Despite this overall success with appraisals, Cynthia, one of the Extension Agents, was disappointed to have received an unsatisfactory rating for professional development. Cynthia had been very active in the local chamber of commerce, even leading a new small business education initiative for the chamber. Dr. Kimani explained that Cynthia needed to be an active member of an organization that was aligned with the profession and provided processes, techniques, competencies and/or subject matter relevant to the job. Cynthia disagreed, and Dr. Kimani feels this may still be causing a small distraction to Cynthia's performance since Cynthia is not as engaged in discussions during office conferences.

Required

- a) Using the case above, Dr. Kimani provided opportunities for employees to identify their own goals and develop their skills and competencies, identify any five guidelines for conducting a performance review meeting. (5 Marks)
- b) Job analysis is said to provide the ground work for determining the value of the job. Advise the management of Nairobi Shapes Up any five important Information that can be collected by the Manager during job analysis process. (5 Marks)
- c) Using the case above, discuss with Dr. Kimani the five things he needs to take into consideration when designing a job. (10 Marks)

- d) HR Manager explore various sources when searching for prospective employees to fill vacant positions in the organizations, explain five good reasons they would prefer to procure employees from within the organization. (5 Marks)

QUESTION TWO

- a) In a modern organization there are procedures that spells out precisely what steps should be taken to deal with major employment issues such as grievances, discipline, capability and redundancy, discuss five importance of such a procedure. (10 Marks.)
- b) Highlight the factors to consider in choosing the selection method. (5 Marks)

QUESTION THREE

- a) Evaluation is concerned with the job itself not the incumbents of the job. Justify any five of its key features. (5 Marks)
- b) Performance appraisals are one of the most important and often one of the most mishandled aspects of management. Identify five drawbacks affecting performance appraisal and five solutions for these problems. (10 Marks)

QUESTION FOUR

- a) Highlight five factors that can influence the HR managers to reward people fairly, equitably and consistently in accordance with their value to the organization. (5 Marks)
- b) Human Resource Department develop set of rules and regulations designed to maximize organizational integration, employee commitment, flexibility and quality work. Explain five areas of HRM where policies are required. (10 Marks)

QUESTION FIVE

- a) As an HR Manager state any five situation that may necessitate Training Needs Analysis. (5 Marks)
- b) Write concise note on the following:
- i. 360-degree feedback. (2 Marks)
 - ii. Behaviorally Anchored Rating Scales (BARS). (2 Marks)
 - iii. Fringe Benefits. (2 Marks)
 - iv. Behavior Modeling. (2 Marks)
 - v. Simulation. (2 Marks)

QUESTION SIX

- a) Evaluation is an effective tool in the human resource management if the organizations correctly implement. Highlight five problems associated with Job Evaluation. (5 Marks)
- b) HR Manager develop general statements that guide decision making and how objectives are to be achieved hence directs the behaviour of persons in the organization. Discuss five values that must be expressed in these guidelines. (5 Marks)
- c) Incentive pay may be regarded as the extra pay that is provided for extra performance in addition to regular pay. As an HR Manager explain to the management any five principles when making pay decision. (5 Marks)

