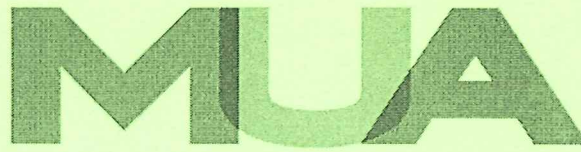


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND
LEADERSHIP/BACHELOR OF ARTS IN DEVELOPMENT
STUDIES/BACHELOR OF COMMERCE

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

DATE: 6TH APRIL 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:

JEFFERIES LTD

The employees at Jefferies Ltd. have complained that their salaries are not competitive compared with what other organizations pay. There has been delays in the payment of salaries and this has greatly affected the morale of the employees. Some employees have even cited cases of favouritism in the reward system where deserving cases are left out of pay reviews. Trainings conducted in this organization are haphazard and no effort is made to evaluate their effectiveness. Training needs analysis is never conducted prior to training.

For the last one year, Jefferies has been performing very poorly partly due to increased competition. Labour turnover has also increased to a level whereby the operations of the organization have become paralyzed as employees leave for better-paying jobs. The remaining employees are dissatisfied due to work overload leading to fatigue, stress and absenteeism. On the other hand, it has become difficult for Jefferies Ltd. to retain new replacements. This is because the new employees are finding it difficult to blend with the culture of the organization and are unable to cope with the work load. They exit within the first three months of employment.

The employees are an unhappy lot because of the existing human resource management policies and the frequent amendments that are made without any consultations. The policies are also biased against some employees. They are not applied uniformly and those that are meant to benefit the employees are not communicated to them.

Recently the policy on reward management was silently amended to the disadvantage of some employees who lost certain terminal benefits that they were entitled to. This was brought to the limelight when an employee was denied his benefits upon exiting

the organization. On enquiring he was informed by the head of human resource management that the policy had been amended.

Required

- a) Evaluate the problem with the human resource policies at Jefferies Ltd. (8 marks)
- b) Explain nine benefits that could be realized if Jefferies Ltd. was carrying out training needs analysis prior to training (9 marks)
- c) With regard to reward management, explain four steps that the organization should take to ensure effectiveness (8 marks)

QUESTION TWO

- a) Differentiate between Personnel Management and Human Resource Management (10 marks)
- b) Discuss five ways through which the human resource management policies can be made effective (5 marks)

QUESTION THREE

- a) Evaluate five objectives of carrying out Human Resource Planning in organizations (10 marks)
- b) Explain five considerations to be made in deciding on the recruitment method that an organization should use (5 marks)

QUESTION FOUR

- a) Using relevant examples, evaluate the rationale for carrying out job analysis in organizations (5 marks)
- b) Certain situations may trigger an organization to carry out training needs analysis. Examine five such situations (10 marks)

QUESTION FIVE

- a) Explain five benefits that can accrue from carrying out job evaluation (5 marks)
- b) Evaluate five principles that can be used when making decisions pertaining to salaries and wages. (10 marks)

QUESTION SIX

- a) Explain five advantages associated with Management by Objectives (MBO) (6 marks)
- b) Discuss nine considerations that should be made when using recruitment consultants (9 marks)