



MUEO

MOI UNIVERSITY

OFFICE OF THE DEPUTY VICE CHANCELLOR, ACADEMIC

UNIVERSITY EXAMINATIONS

2018/ 2019 ACADEMIC YEAR

END OF SEMESTER EXAMINATIONS

FOR THE DEGREE

IN BACHELOR OF BUSINESS MANAGEMENT

EXAM CODE: BBM 214

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

DATE: 6TH DECEMBER, 2018

TIME: 2.00PM-5.00PM

INSTRUCTIONS TO CANDIDATES

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THIS PAPER CONSISTS OF 3 PRINTED PAGES

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BBM 214: HUMAN RESOURCE MANAGEMENT

Answers question one and any other three questions.

QUESTION ONE

Read the case below and answer the questions that follow:

G4S is a leading global integrated security company specializing in the provision of security products, services and solutions. Due to a large transition of staff, applications and technology services G4S approached Robert Walters to exclusively recruit ten contractors to help execute the extensive project. It was very important to G4S that all contractors be extremely skilled and able to fit into the culture of the organisation. They also wanted to ensure the contractors were happy to work to tight deadlines so the transition could be delivered on time. Robert Walters specialist IT recruitment consultants understood the importance of finding contractors with the right culture fit, so provided a fact-to-face candidate screening service of all suitable candidates and presented a shortlist to G4S. Robert Walters' understanding of the culture of our organisation along with their market knowledge enabled us to fill a number of urgent interim roles.

This was followed by the interview process where Robert Walters provided G4S with full documented feedback from each candidate following their interview. G4S hired all ten contractors within 4 weeks, which allowed the project to commence and ultimately delivered on time. "We have been working with Robert Walters for a number of years and engaged them to assist us with a business critical project. Their understanding of the culture of our organisation along with their market knowledge enabled us to fill a number of urgent interim roles. Throughout the process we were regularly updated and were extremely happy with the level of service received." Dan Garsden, IT Director - G4S.

- a) "We were extremely happy with the level of service rendered". Justify the above statement from the G4S IT director. **(8 marks)**
- b) Explain the selection practices that the consultant could have used to get the best candidates for the organization. **(8 marks)**
- c) Why is the organizational culture an important element in the recruitment process? **(10 marks)**

QUESTION TWO

- a) Explain the salient features of a job description **(8 marks).**
- b) Employee discipline is viewed as crucial in managing workers in organizations. Explain reasons as to why this practice should be handled carefully in organizations. **(7 marks)**

QUESTION THREE

Performance appraisal is a crucial process in ensuring continued productivity of employees as they advance in their careers. Assuming you are a human resource manager in a renowned Kenyan company, explain how you would undertake this important task. **(15 marks)**

QUESTION FOUR

While focusing on the history of human resource management, describe the milestones in this field during the post- scientific management era. **(15 marks)**

QUESTION FIVE

- a) Employee recruitment is a key human resource management practice. Explain the reasons why human resource practitioners prefer external from internal recruitment **(7 marks)**
- b) To what extent are equal employment opportunity and affirmative Action implemented in Kenyan organizations? **(8 marks)**

QUESTION SIX

- a) Job analysis is a key determinant of many human resource decisions on organizations. Explain reasons that make this practice unpopular in most Kenyan firms. **(7 marks)**
- b) Explain reasons as to why human resource management is viewed as a modern approach in the management of employees in business organizations. **(8 marks)**

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