



**TECHNICAL UNIVERSITY OF MOMBASA**  
*School of Business*

DEPARTMENT OF BUSINESS ADMINISTRATION

HIGHER DIPLOMA IN HUMAN RESOURCE MANAGEMENT

**BHR 3102: EMPLOYEE RESOURCING**  
SPECIAL/SUPPLEMENTARY EXAMINATIONS

**SERIES:** SEPT 2017

**TIME:** 2 HOURS

**INSTRUCTIONS:**

- This paper consists of **FIVE** questions.
- Answer question **ONE (Compulsory)** and any other **TWO** questions.
- Do not write on the question paper

*This paper consists of Three printed pages.*

**QUESTION 1 (Compulsory)**

**CASE STUDY**

**STRATEGIC CHOICE AND ORGANISATIONAL CONTEXT IN HRM IN THE UK HOTEL SECTOR**

In this article Nick Wilton discusses approaches to the management of people in the hotel industry in the South West of England. We report the results of an extensive questionnaire survey and follow-up interviews with managers in hotels of different shapes and sizes. He concludes that for the smaller hotels there is little choice available about the HR strategy that they pursue. They are obliged through circumstances to factor a low cost approach and to accept high staff turnover and recruitment problems resulting from this. Larger hotels, however, do have a chance. Some follow the cost road, but others have sought to develop long-term strategies that seek to recruit good people and retain them over time.

*[Source: The Service Industries journal, Vol 28, No. 8 903-919].*

- a) Explain **FOUR** reasons the hotel industry is so prone to suffer from high staff turnover and skills shortages. **(10 marks)**
- b) “Explain **FIVE** reasons that stop managers in most hotels from addressing these problems strategically by adopting more sophisticated resourcing and talent management practices **(10 marks)**”

- c) Discuss **FIVE** factors in the business environment which have made it possible and desirable for some hotels to take a different approach and to develop long-term resourcing strategies. **(10 marks)**

## QUESTION 2

- a) Recruitment is the process of generating a pool of qualified candidates for a particular job. Explain **FIVE** reasons why organizations may prefer internal sources of recruitment. **(10 marks)**
- b) ‘Induction, socialization and orientation are procedure that a new employee has to go through in the organization before being placed on the job’. In the height of this statement discuss **FIVE** reasons on how induction contrasts orientation **(10 marks)**

## QUESTION 3

- a) Managers and employees need to share a clear understanding of what is and what is not acceptable behaviour, what you can be said and what can’t be said within the company etc setting clear and specific standards, procedures and guidelines in the form of policies, establishes a framework for spotting and addressing violations of standards.

### Required:

- i) Define the term HR policies. **(2 marks)**
- ii) Discuss **TWO** benefits of policies to an organization. **(4 marks)**
- iii) Explain **THREE** employment policies on disadvantaged groups. **(6 marks)**
- b) Explain **FOUR** reasons why Human Resource Development is an important activity in employee resourcing. **(8 marks)**

## QUESTION 4

- a) What guidelines would you provide to an organization that is undertaking downsizing and merging with another. **(8 marks)**
- b) Discuss **SIX** factors the management should take into account when planning employee resourcing function. **(12 marks)**

## QUESTION 5

- a) “Job Analysis is the process of collecting and studying information relating to the operations and responsibility of a specific job”. Discuss the **TWO** components of job analysis. **(10 marks)**
- b) Recruitment forms a step in the process which continues with selection and ceases with the placement of a candidate. Discuss the steps in the selection procedure. **(10 marks)**