

TECHNICAL UNIVERSITY OF MOMBASA
SCHOOL OF BUSINESS STUDIES

**DIPLOMA IN BUSINESS ADMINISTRATION,
DIPLOMA IN ACCOUNTANCY,
DIPLOMA IN HUMAN RESOURCE MANAGEMENT,
DIPLOMA IN BUSINESS MANAGEMENT**

**BHR 2101: HUMAN RESOURCE MANAGEMENT I
PAPER ONE**

END SEMESTER EXAMINATIONS

APRIL 2016 SERIES

TIME: 2 HOURS

INSTRUCTIONS:

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

QUESTION ONE

(30marks)

- a) “Management of Human Resources is very crucial to any organization regardless of the size and organizational structure” Based on this statement, discuss **FIVE** major functions of Human Resource Management . (10 Marks)
- b) “Human Resource Planning is a prerequisite for effective management of Human Resource” In the height of this statement, analyze the significance of Human Resource Planning. (10 Marks)
- c) “Job design is the systematic and purposeful allocation of tasks to individuals and groups within an organization” based on this statement state and explain **FIVE** factors which affect job design. (10marks)

QUESTION TWO

(20marks)

- a) Recruitment forms a step in the process which continues with selection and ceases with the placement of a candidate. Explain the steps in the selection procedure. (10marks)
- b) Write brief notes on the following (10 marks)
 - i. Succession Planning (5marks)
 - ii. Effectiveness and Efficiency (5marks)

QUESTION THREE

(20 marks)

- a) Organizations consist of jobs that have to be staffed. Job analysis is a purposeful, systematic process for collecting information on the important work related aspects of a job. Based on this statement, discuss the types of information the human resource specialist collects via the job analysis. (10 Marks)
- b) Every organization has within its rules and regulations and standards that are formal and structured to ensure order in organizations. Explain **FIVE** ways in which an organization can prevent the need for discipline with Human Resource Management. (10 marks)

QUESTION FOUR**(20 marks)**

a) You are the Human Resource Manager of a large company. Feedback suggests many of the workers are unhappy and are looking for new jobs. Recent figures show productivity has fallen. You know that the Managing Director has said there will be no wage increases this year. What improvements could you suggest at the next management meeting which would improve motivation and productivity? (10 marks)

b) Explain **FIVE** contemporary issues and how they influence HRM practices. (10 marks)

QUESTION FIVE**(20marks)**

a) Performance management is a key Human Resource function in any organization. Explain **FIVE** actions that a manager could take to improve the employee's performance. (10marks)

b) "New employment relationship" goes beyond the collective bargaining level to include dialogue between employers and their employees. What changes have led to the transition from industrial relations to the new paradigm of employee relations? (10 marks)