



TECHNICAL UNIVERSITY OF MOMBASA

**SCHOOL OF BUSINESS
BUSINESS DEPARTMENT
UNIVERSITY EXAMINATION FOR:
BACHELOR OF BUSINESS ADMINISTRATION
BHR 4303: EMPLOYEE RESOURCING.
END OF SEMESTER EXAMINATION
SERIES: DECEMBER 2016
TIME: TWO HOURS
DATE: DECEMBER 2016 - EXAM A**

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt question **ONE (Compulsory)** and any other **TWO** questions

Do not write on the question paper.

Question ONE

(30marks)

a) Employee resourcing answer questions which include the kind of people that the organization needs to compete effectively at present and in the near future and the things that the company needs to do to be able to attract and keep their most valuable asset as they influence a better performance of the business.

Required

- i. Briefly explain **THREE** managerial skills that a manager requires in order to perform his functions effectively.(6marks)
 - ii. Explain **FIVE** factors that restrain the personnel specialist from achieving their Employee Resourcing (ER) goals (8marks)
- b) Employee resourcing is not just about recruitment and selection. It is concerned with any means available to meet the needs of the firm for certain skills and behaviours. Based on this statement discuss any **FOUR** components of Employee resourcing strategy. (8marks)
- c) Recruitment forms a step in the process which continues with selection and ceases with the placement of a candidate. Discuss briefly the steps in the selection procedure.(8marks)

Question TWO

(20marks)

- a) Human Resource Planning has been defined as the process by which management determines how an organization should move from its current manpower position to its desired manpower position. However, this is not done without limitations. Giving relevant examples explain the limitations of human resource planning. (6marks)
- b) The labour laws of Kenya of 2007 improved the environment for employers, employees and trade unions. Briefly explain the contents of **FIVE** labour laws enacted by parliament with the aim to repeal and replace six core labour laws and bring them into conformity with the current challenges and demands of national development and international labour standards. (10marks)
- c) Citing examples where appropriate, explain how the external environments influence the operations of an organization. (4marks)

Question THREE

(20marks)

- a) 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)
- b) Discuss the concept of placement programme in terms of its benefits for the organization. (10marks)

Question FOUR

(20 marks)

- a) “Job design is the systematic and purposeful allocation of tasks to individuals and groups within an organization” based on this statement state and explain **FOUR** Organizational factors which affect job design.(8marks)
- b) In Kenya, employment is governed by the general law of contract, as much as by the principles of common law. Thus, employment is basically seen as an individual relationship negotiated by the employee and the employer according to their special needs. Discuss **FOUR** duties of an employer in relation to Employment Act and other related Acts. (8marks)
- c) Explain the advantages to an organization of having a strong corporate culture. (4marks)

Question FIVE

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

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