

COOPERATIVE UNIVERSITY OF KENYA
END OF SEMESTER EXAMINATION MAY -2022
EXAMINATION FOR THE DEGREE IN BACHELOR OF COMMERCE
(YR1 SEM II)

UNIT CODE: BHRM 2201

UNIT TITLE: HUMAN RESOURCE MANAGEMENT

DATE:

TIME:

INSTRUCTIONS

- i. Answers question ONE and ANY OTHER TWO questions.**
- ii. Do not write anything on the question paper**

QUESTION ONE [COMPULSORY]

[30 Marks]

a) Using appropriate examples, distinguish between job enrichment and job rotation as used in human resource management. [5 Marks]

b) Briefly highlight the changes that have occurred in the structure of employment in Kenya [5 Marks]

c) Outline five objectives of human resource management [5 marks]

d) Lenny, a University student looking for a summer job, was hired as a cook at a nearby restaurant. Lenny had no experience working in kitchens, but the supervisor who hired him, explained that it wasn't necessary, because they would train him. On Lenny's first day, he was paired with a Senior Line Cook by the name of Tom. Tom wasn't especially thrilled with the idea of having to train a new guy on the busiest night of the week, and expressed his concerns to the manager. "You're our most senior employee, so that makes you the most qualified person to do the training." A frustrated Tom didn't say much after that – and aside from giving Lenny a nod of acknowledgement, his only words to him were "watch, and stay out of my way." By the time the main dinner rush hit, the entire kitchen line was bustling with activity and Tom was doing his best to call orders, time out bills, and cook all at the same time. As more and more orders came in, the stress level in the kitchen had increased dramatically. It was at this point Tom turned to Lenny and barked, "I need you to run to the fridge and get me more hamburger meat!" Afraid to ask any questions, Lenny quickly turned to look for the fridge, and as instructed, "ran" through the kitchen line to get more meat. A cook, unaware that Lenny was coming through, turned to put up a dish, and collided with Lenny. He never heard him coming.

i) Identify and list all the things that went wrong on Larry's first day. What was the management's and HR's role in this scenario [4 marks]

ii) If an employee is good at their job, does that automatically make them a good trainer,

and why?

[6MARKS]

- iii)** When organising a new employee's training plan, what factors should you consider when scheduling the shifts **[5 Marks]**

QUESTION TWO

[20 Marks]

- a)** Briefly explain the contents of any four legislations governing employment in Kenya **[10 Marks]**
- b)** Human resource planning anticipates not only the required kind and number of employees but also determines the action plan for all the functions of human resource management. Explain the steps followed in conducting human resource planning in an organization

[10 marks]

QUESTION THREE:

[20 Marks]

- a)** Selection of candidates involves carefully screening & testing the candidates. State and explain two main reasons for selection **[6 Marks]**
- b)** State and explain four aims of induction **[8 Marks]**
- c)** Explain the importance of compensating employees **[6 Marks]**

QUESTION FOUR

[20 Marks]

- a)** A new position has been created in the organization you work for. Consequently, your organization is in the process of hiring a new employee to fill in the position. In light of this information and as an administrative assistant in the organization; Advice the human resource manager on three advantages of recruiting from within the organization. **[10 Marks]**
- b)** Explain, citing relevant examples, five ways a manager can motivate his employees using Abraham Maslows Theory of Human Needs **[10 Marks]**

QUESTION FIVE

[20 Marks]

- a)** Explain four conditions under which an act at the workplace may be qualified as sexual harassment. Use relevant examples to validate your answers. **[8 Marks]**
- b)** Design a job advert template for the position of human resource manager for Safaricom PLC. **[12 Marks]**
