



The Co-operative University of Kenya

END OF SEMESTER EXAMINATION – DECEMBER 2016

**EXAMINATION FOR THE BACHELOR OF CO-OPERATIVE BUSINESS/
BACHELOR OF COMMERCE
(BCOB YR I SEM I/ BCOM YR II SEM I)**

UNIT CODE: HCOB 2111/ HBC 2204

UNIT TITLE: HUMAN RESOURCE MANAGEMENT

DATE: 7TH DECEMBER, 2016

TIME: 9:00 AM – 11:00 AM

INSTRUCTIONS:

- Answer question **ONE (compulsory)** and any other **TWO** questions

QUESTION ONE

As a new member of the Board of Directors for a local bank, Roy Sambo was being introduced to all employees in the home office. When he was introduced to Ruth Johnson, he was curious about her work and asked her what the machine she was using did. Johnson replied that she really did not know what the machine was called or what it did. She explained that she had only been working there for two months. She did, however, know precisely how to operate the machine. According to her supervisor, she was an excellent employee.

At one of the branch offices, the supervisor in charge spoke to Nelson confidentially telling him that “something was wrong” but she didn’t know what. For one thing, she explained, employee turnover was too high, and sooner had one employee been put on the job than another one resigned. With customers to see and loans to be made, she continued, she had little time to work with the new employee as they came and went.

All branch supervisors hire their own employees without communication with the home office or other branches. When an opening developed, the supervisor tried to find a suitable employee to replace the worker who had quit.

After the 22 branches and finding similar problems in many of them, Roy wondered what the home office should do or what action he should take. The banking firm was generally regarded as a well-run institution that had grown from 27 to 191 employees during the past eight years. The more he thought about the matter the more puzzled Roy became. He couldn’t quite put his finger on the problem and he didn’t know whether to report his findings to the president.

- a) What specific function should an HR unit in this case carry out? (10 Marks)
- b) Develop a job description for the position of the HR manager at Ramo Weston (10 Marks)
- c) Discuss the measures the HR should take to attract and retain the right candidates in the organisation (10 Marks)

QUESTION TWO

- (a) Describe the systematic training process (10 Marks)

- (b) “Human Resource Planning is essential for effective management of Human Resource”. Based on this statement, analyse the significance of Human Resource Planning. (10 Marks)

QUESTION THREE

- (a) Describe the limitation of performance appraisal and how to make the process successful and effective (10 Marks)
- (b) Discuss the importance of Human Resource Management (10 Marks)

QUESTION FOUR

- (a) Describe the steps that should be taken in formulating and implementing HR policies (10 Marks)
- (b) Describe the criteria that can be used in evaluating the contribution of HRM function (10 Marks)

QUESTION FIVE

- (a) Discuss the emerging issues in HRM with examples (10 Marks)
- (b) In order to achieve the principles of selection, a well-planned and suitable procedure is required: Discuss major steps involved in the selection process (10 Marks)