



PAN AFRICA CHRISTIAN UNIVERSITY

BACHELORS OF BUSINESS LEADERSHIP

END TERM EXAMINATION-ONLINE

DEPARTMENT: BUSINESS

COURSE CODE: HUMAN RESOURCE MANAGEMENT 1

ANSWER FOUR QUESTIONS ONLY **{10 MARKS EACH}**

SECTION A

QUESTION ONE { COMPULSORY} **{10 MARKS}**

QUESTION ONE **10 MARKS**

1. Which of the following is not an Operative function of HRM?

- A. Recruitment
- B. Training and Development
- C. Organizing
- D. Performance Appraisal

2. One of the following HR function is most associated with employee retention. Which one?

- A. Recruitment
- B. Training
- C. Compensation and benefits
- D. Job Analysis

3. One of the following is an example of an internal recruitment method. Which one?

- A Newspaper advertising
- B Online job boards
- C Employee referrals
- D Temporary staffing agencies

4. Which of the following is a characteristic of a good training program?

- A It is irrelevant to the job
- B It is expensive and time-consuming
- C It focuses on specific skills and knowledge
- D It does not involve any feedback

5. What do we call the process of identifying the skills and experience required for a specific job?

- A Recruitment
- B Selection
- C Job analysis
- D Performance appraisal

6. Human resource management means

- A. A method which an organisation collects, maintains and reports information on people and jobs
- B. The process of bringing people and the organization together so that the goals of each are achieved
- C. The process of integrating the employees' needs and aspirations with organizational needs
- D. The efforts to make life worth living for workers

7. One of the following is the primary purpose of a company's HR policies and procedures. Which one?

- A. To reduce employee engagement
- B. To create a flexible work environment
- C. To provide a clear framework for HR practices
- D. To increase employee turnover

8. The combination of superior, self-review, peer and subordinate appraisal is known as

- A. Human resource accounting system
- B. All round review
- C. 360° appraisal
- D. Feed forward

- b) Highlight **four** signs of poorly implemented Human Resource plans in an organization
(2mks)

SECTION B: ANSWER THREE QUESTIONS ONLY **{10 MARKS EACH}**

QUESTION TWO **10 MARKS**

- a) Citing an example in each case, explain **two** challenges of Human Resource policing an organization
(4mks)
- b) Most of the employees in Zote Company are dissatisfied with the performance appraisal process. They feel that the ratings are subjective and lack transparency. This has resulted to low morale and increased staff turnover. As the new Human Resource manager, explain **three** strategies you would put in place to change the state of affairs in the organization
(6mks).

QUESTION THREE **10 MARKS**

- a) Describe **two** consequences of poor separation practices on an organization (2mks).
- b) Discuss **four** types of non- financial compensation benefits an organization would offer to its employees (4mks).

- c) Bate Solutions is a medium-sized renewable energy company with 250 employees. The company hired you as their new human resource manager. In your first two weeks in the organization, you discovered that the company has not done any job analysis under the immediate former human resource manager. Explain to the management **two** purposes of job analysis **(4mks)**.

QUESTION FOUR

10 MARKS

- a) Explain **two** reasons for the the current interest in human resource planning in many organizations in Kenya today **(2mks)**.
- b) Discuss **two** effects of an effective recruitment and selection procedures in an organization **(4 mks)**
- c) Wazuri solutions Ltd, is a fast-growing company with 300 employees. Its management recently noticed overlapping roles, employee burnout in software development teams, and low engagement in customer support. The human resource department has been asked to conduct job analysis and redesign roles for better efficiency and satisfaction. Explain the first **two** steps of the process the Human resource team should engage in for an effective job analysis for its staff **(4mks)**.

QUESTION FIVE

10 MARKS

- a) Discuss **two** qualities of a good reward system **(2mks)**
- b) Tyeco Company, a fast-growing firm, is planning to externally hire 20 new software engineers to meet increasing client demand. The Human resource team has received over 300 applications. The company has historically faced high turnover in the first year of employment. Management wants to refine their recruitment and selection processes to ensure they hire candidates who are both technically proficient are a good cultural fit. They

have settled on external recruitment method. Explain **two** advantages of this method to the organization **(4mks)**.

- c) WAY Telecommunication is a company with 600 employees. Its client satisfaction scores have dropped, and project delivery timelines are not being met. The management suspects that the project managers lack certain key skills. The human resource department is tasked with developing a training program to address the issue. They conduct a Training Needs Analysis and discover gaps in leadership, time management, and client communication skills. Discuss **four** possible reasons for the company taking too long to roll out a staff training for its employees **(4mks)**.

QUESTION SIX

10 MARKS

- a) Highlight **two** emerging issues in Human resource management today **(2mks)**

- b) Citing relevant examples, explain **two** barriers of effective training in an organization

(4mks)

- c) JAY company is a mid-sized company with 400 employees. The company has experienced rapid growth, but its performance management system has not kept pace. The current system is an annual performance appraisal with little ongoing feedback. Managers report that employees are unclear about performance expectations, and turnover has increased. Some employees complain that promotions and rewards appear biased and inconsistent. The human resource department is considering a shift to a continuous performance management approach.

Explain **two** benefits the organization stands to benefit from the new approach **(4mks)**