



UNIVERSITY EXAMINATIONS: 2025/2026
EXAMINATION FOR THE DEGREE OF BACHELOR OF SCIENCE IN
INFORMATION TECHNOLOGY

BIT312

BCM205

BUS2333

HUMAN RESOURCE MANAGEMENT
(ONLINE)
END TERM EXAMINATION

DATE: THURSDAY 8.00-11.00AM DECEMBER, 2025 TIME: 2 HOURS

INSTRUCTIONS: Question One is Compulsory, Choose Three Other Questions

SECTION A (COMPULSORY)

QUESTION ONE (15 Marks) Compulsory

Read the case below and answer the following questions:

KKN sells household goods such as plates and brushes. Last year sales in KKN's 200 shops increased but profit fell by 80% to \$5m. KKN's Human Resources Director said: 'All retailers are finding this stage of the business cycle challenging. KKN has to reorganize the business. This will mean redundancy for 1800 workers. KKN plans to create 100 new jobs in the marketing department at head office to help maintain customer loyalty. The company is working with trade unions to carry out these changes.' KKN has to decide whether to select the candidates for the new jobs from the workers being made redundant.

- a) Explain TWO ways a trade union could help KKN's employees. **(4 marks)**
- b) Some line managers at KNN see redundancy exercise as a cost to the organization. As the HRM manager, you have been asked to explain to them four advantages that firms derive when they embark on redundancy exercise. **(4 marks)**
- c) Identify THREE advantages to KKN of maintaining customer loyalty. **(3 marks)**
- d) Discuss the contributing factors of selecting all new workers from the group facing redundancy. Justify your answer. **(4 marks)**

SECTION B

(ANSWER ANY THREE (3) QUESTIONS IN THIS SECTION)

QUESTION TWO (15 marks)

- a) Assume the estimated production of XYZ Limited is 800,000 units. The standard man-hours required to produce each unit are 4 hours. The past experiences show that the work ability of each employee in man-hours is 4000 hours per annum. Calculate the demand of human resources at XYZ Limited. **(5 marks)**
- b) A number of forces are reshaping the nature of management within organizations. In view of the above statement, explain THREE challenges that managers face in their human resource planning activities. **(6 marks)**
- c) Assume that as a result of HR planning, a hospital identifies a shortage of physical therapists but a surplus of administrative workers. Discuss the actions that might be taken to address these problems. **(4 marks)**

QUESTION THREE (15 marks)

The table below shows labour force participation rates for males and females in Kenya, 1981-2021.

<i>Year</i>	<i>Males</i>	<i>Females</i>
1981	78%	44%
2001	73%	55%
2021	71%	62%

- a) Discuss FOUR social factors that have contributed to the changing labour force participation rates in the period 1981–2021. **(8 marks)**
- b) Explain FOUR problems associated with using the face-to-face interview as a selection method. **(4 marks)**
- c) Describe THREE benefits of embracing technology within the human resource function. **(3 marks)**

QUESTION FOUR (15 marks)

- a) Alex started APB as a sole trader business 4 years ago. APB provide printing services for local businesses such as leaflets and brochures. Alex thinks having a good location is important to any business. All APB's 6 employees receive on-the-job training.
 - i. Discuss TWO advantages and TWO disadvantages to APB of using on-the-job training method.
 - i. Advantages: **(4 marks)**
 - ii. Disadvantages: **(4 marks)**
 - ii. Describe FOUR factors that APB business should consider when deciding where to locate. **(4 marks)**
- b) Employees at a factory have been discouraged by their employers from joining a union. Identify THREE possible reasons for this. **(3 marks)**

QUESTION FIVE (15 marks)

Okello owns a successful hairdressing salon in the city centre. He has 4 part-time employees. The business has made a profit in each of the last 3 years. Okello wants to expand by opening another hairdressing salon to take advantage of the economic boom. He plans to recruit a manager for the second salon using external recruitment. Okello has identified 2 possible candidates for the position.

Information about them is shown in the table below

	Candidate 1	Candidate 2
Experience:	5 years experience	20 years experience
Qualifications:	Advanced hairdressing certificate	Basic hairdressing certificate
Other information:	Never managed a salon	Uses autocratic leadership style

- Explain TWO features of an economic boom. **(4 marks)**
- Describe the steps Okello followed in the recruitment process. **(8 marks)**
- Explain why experience is the most important factor for a business to consider when recruiting a new manager. Justify your answer. **(3 marks)**

QUESTION SIX (15 marks)

- Using examples, discuss FOUR principles of ergonomics. **(8 marks)**
- Using the picture below, describe the ideal condition for each of the identified points of workstation and the worker. **(7 marks)**

