



BCM205|BUS2333|DENT0215: HUMAN RESOURCE MANAGEMENT

ONLINE CLASS

Instructions

- i) This exam paper contains SIX questions containing 10 marks each.**
 - ii) Answer Question 1 (COMPULSORY) and any other THREE questions**
 - iii) Read each question carefully before attempting.**
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QUESTION 1

Read the Case Study and answer the questions that follow

Carl, the chief executive officer of Fuliza Limited has hired you as the Human Resource Manager so as to focus on other areas of the business. The company employs 200 hundred full time employees and 300 casual labourers which you are expected to plan for. During your first two weeks, you find out that the company has been greatly affected by the impact of COVID-19 pandemic and revenue has greatly decrease by as high as 60 percent. The company is forced to lay off a number of employees because of the impact of the pandemic.

Further to these challenges and the government has directed that companies should find alternative revenue stream so as to survive. Given the reduction of new infections, the government has open the boarders to revive the business entrepreneurs. As a Human resource manager, you are worried that since employees have been working from home for a long time, it will take time before they catch up into the idea of working from the office hence productivity snarl-up.

- a) Discuss two reasons why employee counselling is important to employees that are likely to be laid off at Fuliza Limited **(2 Marks)**

b) Discuss three strategies that Fuliza Limited can adopt to ensure employee quickly adjust to enhance their productivity in the office **(6 Marks)**.

c) Explain two benefits of human resource planning to the CEO of Fuliza Limited **(2 Marks)**.

QUESTION 2

a. Most public service has been criticized for poor performance though every year they conduct a performance appraisal. Discuss two reasons why you think performance appraisal exercise has not been very effective in the public service **(4 Marks)**

b. ABC university graduates have been criticized by some employers that they don't conduct themselves well during interviews. Discuss three areas which you believe our students are not doing well while attending interviews **(6 Marks)**

QUESTION 3

a. As an employee of a reputable organization, you have been asked by your boss to explain two benefits of job analysis in an organization. Discuss your answer **(4 Marks)**

b. You are one of the facilitators in a Human resource training program. You have been asked to give a presentation on the need for employee motivation in the organization. Discuss three areas that you are likely to talk about **(6 Marks)**

QUESTION 4

a. As a human resource manager, describe two significance of succession planning in an organization **(4 Marks)**

b. Using examples, discuss three interpersonal roles of a human resource manager in the organizations **(6 Marks)**

QUESTION 5

- a) Distinguish between job enrichment and job enlargement to a production manager having challenges with his subordinates on the job **(4 Marks)**.
- b) Employees have been complaining that their wage is not commensurate with the job. As a human resource manager, you are expected to hold a virtual meeting to explain the factors affecting the organizations wage and salary administration. Explain three points you are likely to include in your slide **(6 Marks)**

QUESTION 6

- a) COVID-19 pandemic has exposed a lot of human resource issues that needs to be addressed by most of the organizations. Giving examples, discuss the emerging human resource issues that needs to be addressed **(4 Marks)**.
- b) The government of Kenya has allowed employees to willingly join unions as a way of voicing their concerns collectively. In voicing their concerns, employees have been at logger head with employers. Discuss three ways in which collective bargaining through unions can be enhanced for better working conditions. **(6 Marks)**.