



KIBABII UNIVERSITY COLLEGE (KIBUCO)

MAIN CAMPUS

**UNIVERSITY EXAMINATIONS
2014 /2015 ACADEMIC YEAR**

FIRST YEAR FIRST SEMESTER EXAMINATIONS

MAIN EXAMINATION

MASTERS DEGREE

IN

BUSINESS ADMINISTRATION

COURSE CODE: HRM 802

COURSE TITLE: EMPLOYEES RESOURCING

DATE: 15TH DECEMBER, 2014

TIME: 2.00-4.00 P.M

INSTRUCTIONS TO CANDIDATES:

Answer Question ONE and any other Two Questions

TIME: 2 Hours

QUESTION ONE

Read the case study below and answer questions that follow

THE BUSINESS AT MWABINI GENERAL ELECTRONIC APPLIANCES

Angelina Nekesa is a manager of Mwabini General Electronic Appliances Division. Each July she must evaluate all of her subordinates to decide who is to receive a merit increase in the fiscal year. The evaluation also assists in deciding which employee to promote. However during the past four years these employees have complained about how they are evaluated, how the merit money is dispersed, and the manner of promotions. A review of the merit recipients reveals that there may have been a problem in the evaluation system that only focused on quality of the products. Though the complaint has reached Nekesa there appears to be other simmering problems that are hidden. Nekesa is concerned the complaints will lead to a drop in employee motivation and work performance over the last three years. She is worried about the poor performance among the employees coupled with wastage of materials, pilferage and high rate of accidents amongst other factors. She contracts an external consultant to carry out an intensive review of the systems in the organization. The external consultant joins the company as an employee in order to observe and diagnose the problems well. He discovers that there are a myriad of problems in the company and after one month of observation and study he prepares a report for Nekesa. The most shocking thing he found out is the high level of absenteeism among the workers. This he attributed to the large number of employees that the company has employed who don't have specific duties they are performing. Most of the employees are mostly idle, poorly trained and lack necessary skills to be competitive. Though the company is overstaffed only a few who are skilled are involved in the work processes. The rest idle, have little skills and hence the many accidents among the workers. This has led to the high production cost due to the high wages paid to the large work force. He recommends reduction of the workforce in Mwabini General Electronic Appliances.

Nekesa decided to implement the reports recommendation in order to improve the performance of the organization.

- i. Explain the major problems with Mwabini General Electronic Appliances (10 marks)
- ii. Performance is always measured in terms of outcome and not efforts. Why is Performance Appraisal carried in this company (10 marks)
- iii. Mwabini General Electric Appliances is faced with over staffing. Explain the various alternative to this problem of overstaffing in this company (10 marks)

QUESTION TWO

- (a) According to Taylor (2005) Employee Resourcing comprises a set of management activities that facilitate the achievement of four fundamental groups of Human Resource and development objectives. Briefly explain these four fundamental groups (10 marks)

- (b) Explain the role of Employee Resourcing in improving productivity and performance to the management of Nzioa Sugar Company Limited (10 marks)

QUESTION THREE

- (a) “Recruitment is the most basic Human Resource Management function.” Discuss (10 marks)
- (b) Examine and briefly explain the five factors that can influence resourcing activities of an organization (10 marks).

QUESTION FOUR

- (a) Makuto is an organization that has experienced high levels of staff turnover and stagnating levels of productivity. You have been given the task of convincing the Board of Directors that the organization should address some of these problems through people resourcing initiatives. Clearly outline five people resourcing initiatives to the Board of Directors (10 marks)
- (b) It is argued that, “while delivering an effective HR plan, carrying out job analysis and maintaining high levels of employee commitment are desirable aims for the modern HR function, the achievement of maximum flexibility is an essential aim.” Given the contemporary business environment, outline to what extent do you agree with this statement and why? (10 marks)

QUESTION FIVE

- (a) ‘Career development is a problematic subject for managers and HR professional.’ Critically assess this statement in relation to Career management and development practices of an organization (10 marks)
- (b) People resourcing is the range of activities undertaken to ensure that the organization has the resources required to meet its key goals. Briefly explain the scope of the employee resourcing (ER) and its contributions to the strategic management of Milimani College of Human Resource Management in Bungoma Town (10 marks)