



KIBABII UNIVERSITY COLLEGE (KIBUCO)

MAIN CAMPUS

**UNIVERSITY EXAMINATIONS
2014 /2015 ACADEMIC YEAR**

THIRD YEAR FIRST SEMESTER EXAMINATIONS

MAIN EXAMINATION

FOR THE DEGREE

OF

BACHELOR OF COMMERCE

COURSE CODE: BCH 309

COURSE TITLE: HUMAN RESOURCES PROCUREMENT

DATE: 13TH JANUARY 2015

TIME: 11.30-1.30 A.M

INSTRUCTIONS TO CANDIDATES:

Answer Question ONE and any other Two Questions

TIME: 2 Hours

The Business of Music at Almasi Records

Almasi group of companies of Eldoret is one of the fastest growing software and recording companies in the industry, with current earnings in the Kshs. 20 million to Kshs. 50 million ranges. It is involved in developing software, recording new artists and current artists and managing outside events in the country, through-out the region and the neighbouring countries. The company prides itself on its unique and unorthodox culture. Many of its approaches to business are unusual, but in Eldoret's fast changing and highly competitive environment they seem to work.

There is no dress code and employees make their own hours often very long. They tend to socialize together (the average age is 28 years), both in the offices, well stocked kitchen and company-sponsored events to places like local dance clubs and retreats in Masai Mara and Malindi. An in-house jargon has developed, and the shared history of the ten year old firm from home. Responsibility is heavy and comes with a "Just do it now" attitude that dispenses with long apprenticeships. New recruits are given an intensive training known at Almasi College and described by participants as "more like boot camp than a business schools". Information is delivered as if with "a fire hose", and new employees are expected to commit their expertise and vitality in everything they do.

The firm employs about 300 such passionate people. Almasi's managers know that the rapid growth they seek depends on having staff of the best people they can find quickly, train and give broad responsibility and freedom as soon as possible. Founder and CEO Patrick Kogo says, as a recording company, people are everything. You can't build a recording company, unless you're totally committed to that. Of course, the leaders at every company say "people are everything, but they do not act on it".

Almasi makes finding the right people a company wide mission. Recruiters actively pursue the freshest and least experienced people in the job market, scouring college career fairs, computer science departments, and other social avenues for talented overachievers with ambition and entrepreneurship instincts. Top managers conduct the first rounds of interview, letting prospects know they will be pushed to achieve but will be well rewarded. Employers take top recruits and others out of town when they arrive in Eldoret for a standard three day preliminary visit. A typical day might begin with grueling interview but ends with a tour of Eldoret town and its environs. Patrick has been known to drive out to meet and woo hot prospects who couldn't make the trip for interview.

Recently, Almasi reviewed 16,000 resumes, conducted 5,000 on campus interviews, brought in 920 prospects in for interview, and hired 255 college graduates, who account for over a third of its current employees. The cost per hire was Kshs. 24,500. Patrick believes it was worth every cent.

- a) You have been hired as a HR consultant to advice Almasi on recruitment technique that it would employ other than the unconventional approach in attracting talent. Discuss these techniques and advice how they could improve on them. (7 marks)
- b) Almasi College conducts induction referred to by the workers as a 'boot camp'. Explain the role and importance of employee orientation programmes. (5 marks)
- c) As in the case, after recruitment, 255 college graduates were selected and hired. Differentiate between recruitment and selection process. (8 marks)
- d) Explain how the strategies in the work environment at Almasi that have contributed to retaining of workers. (5 marks)

QUESTION TWO

Eagle Security Entreprises has decided to conduct a job analysis for its staff

- a) Discuss the importance and purpose of job analysis to an organization. (10 marks)
- b) Explain the contents of a job description. (10 marks)

QUESTION THREE

Human Resources Planning (HRP) is one of the most important elements in a successful human resource management programme.

- a) Discuss the major objectives purpose of Human Resource planning. (5 marks)
- b) The result of HR workforce analysis, HRDF and HRSF are used in formulating HR actions and plans. Describe the actions taken by the HR manager in terms of a;
 - i) Projected shortage
 - ii) Projected surplus (10 marks)

QUESTION FOUR

- a) Highlight the different types of termination (5 marks)
- b) Explain the factors that may lead to the Industrial court is reinstating an employee or award compensation for wrongful dismissal if the dismissal of the services of the employee was wanting. (5 marks)
- c) Explain the challenges faced in HRP by organization. (5 marks)

QUESTION FIVE

As a HR manager of company EFG you intend to carry out selection of candidates to fill vacant positions in your organization.

- a) Briefly describe the various selection interviews an interviewer can utilize. (6 marks)
- b) Explain the importance of using application blanks to carry the selection exercise. (4 marks)
- c) Comment on three types of Selection tests you would prefer to use and why? (5 marks)