



KIBABII UNIVERSITY COLLEGE

(A Constituent College of Masinde Muliro University of Science Technology)

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UNIVERSITY REGULAR EXAMINATION

DEPARTMENT OF BUSINESS MANAGEMENT & ECONOMICS
MAIN EXAMINATION

2013/2014 ACADEMIC YEAR

FIRST YEAR SEMESTER II EXAMINATIONS

**FOR THE MASTER OF SCIENCE DEGREE IN HUMAN RESOURCE
MANAGEMENT**

COURSE CODE: HRM 806

COURSE TITLE: EMPLOYMENT PRACTICES

DATE: 15TH AUGUST, 2014

TIME: 8:00A.M.-11:00A.M.

INSTRUCTION TO CANDIDATES:

- Answer question **ONE** (compulsory) and any other **THREE** questions
- Question **ONE** attracts **40 marks**
- Time allowed is **THREE** hours
- All other questions attract equal marks (**20 marks**)

INSTRUCTIONS

Answer question one which is compulsory and any other three questions

QUESTION ONE

Read the case study below and answer questions that follow.

The Principal of Kibabii University College has called a meeting to get your feedback on Wambilianga, a department manager. Wambilianga is what some people call “from the old school” of management. He is gruff, bossy, and often shows an “it’s my way or the highway” attitude. Wambilianga is about five years from retirement. Wambilianga has a high turnover rate in his department. There have been several complaints on company surveys about him from his department and from outside his department. People have commended on the fact that Wambilianga is “rude” during meetings and doesn’t let others contribute. There are times when he has belittled people in meetings and in the hallway. He also talks about his staff “critically” or “negatively” to other managers. But Wambilianga also is a brilliantly talented person who adds a vast amount of needed knowledge and experience to the company. He is extremely dedicated to the University and lets people know this by his arrival each day at 6:30 a.m. and his departure at 6:00 p.m. He has been with the company for **32 years** and he reports directly to the Principal. Wambilianga has gone to the HR department and complained that the people he supervisors hire are not a good fit for the company. The new employees don’t listen and they have a poor work ethic. Wambilianga feels that HR should do a better job screening people.

- a) Is Wambilianga a worthy human capital in Kibabii University College? Discuss **(5 marks)**
- b) What suggestions do you have for the principal on how to coach Wambilianga? **(5 marks)**
- c) If you were to develop a personal improvement plan, what areas would you suggest be first on Wambilianga’s improvement plan? **(10 marks)**
- d) What could be the possible causes of high turnover rate in Wambilianga’s department? Explain **(10 marks)**
- e) Do you think other people in Kibabii University College are important because Wambilianga demeans them and is extremely dedicated to the University? **(10 marks)**

QUESTION TWO

The great news is that the XYZ Company is growing at an alarming rate. The sales are at record high levels, and the CEO has approved hiring five new production team members.

Your job is to **design a recruitment and hiring plan**. Your plan should include:

- i) A brief job description of the position (information obtained from the job analysis you have already completed) **(2 marks)**
- ii) The plan and activities for recruitment **(2 marks)**
- iii) Where will you find the applicants? **(2 marks)**
- iv) Discussion of how you will sort the applicants **(2 marks)**
- v) To determine who and how many will get an interview **(2 marks)**
- vi) A plan for the interview process **(2 marks)**
- vii) Who will interview? **(2 marks)**
- viii) What is your interview format? **(2 marks)**
- ix) Include some sample interview questions **(2 marks)**
- x) How will you make your selection decision? **(2 marks)**

QUESTION THREE

Briefly explain how the following aspects of the nature of working environment affect employee performance at workplace:

- i) Flexible working times **(5 marks)**
- ii) Multiple jobs **(5 marks)**
- iii) Virtual Work **(5 marks)**
- iv) Generational mind-sets **(5 marks)**

QUESTION FOUR

(a) In light of the need for organisations to remain competitive in the market place, implementing human resource practices like recruitment and selection; training and development, performance appraisal and termination of employment is what most organisations cannot afford to wish away. How can these human resources practices help an organisation to achieve its goals? **(20 marks)**

QUESTION FIVE

a) Differentiate between the following:

- i) HR specialist versus HR generalist **(6 marks)**
- ii) HR specialist and line manager **(6 marks)**

b) Critically analyse emerging workplace issues in Kibabii University College **(10 marks)**

QUESTION SIX

Write brief notes on any **FIVE** of the following key concepts in relation to terms and conditions of employment:

- a) Confidentiality
- b) Intellectual property rights
- c) Disciplinary and dismissal
- d) Grievance procedures
- e) Collective agreements
- f) Job description
- g) Deductions

KIBABII UNIVERSITY COLLEGE
DEPARTMENT OF BUSINESS MANAGEMENT & ECONOMICS
SUPPLEMENTARY EXAMINATION
2013/2014 ACADEMIC YEAR
FIRST YEAR SEMESTER II EXAMINATIONS
FOR THE MASTER OF SCIENCE DEGREE IN HUMAN RESOURCE
MANAGEMENT

COURSE CODE: HRM 806
COURSE TITLE: EMPLOYMENT PRACTICES
TIME: 3 HOURS

INSTRUCTION TO CANDIDATES:

- Answer question **ONE** (compulsory) and any other **THREE** questions
- Question **ONE** attracts **40 marks**
- Time allowed is **THREE** hours
- All other questions attract equal marks (**20 marks**)

INSTRUCTIONS

Answer question one which is compulsory and any other three questions

QUESTION ONE

- a) What are four differences between training and development? (**4 marks**)
- b) Describe the importance of training and development in Nzoia Sugar Company Limited
(**16 marks**)
- c) Describe the five components of a Human Resource Management system in an organisation (**10 marks**)

QUESTION TWO

- (a) Explain the importance of human resource policies to the management of Kibabii University College (**8 marks**).
- (b) A large manufacturer of high-tech and highly specialised products for the defence industry is about to assess the performance of its line managers. Evaluate three potential methods for assessing the performance of these employees (**12 marks**)

QUESTION THREE

- (a) Discuss how educational and cultural changes in the workforce are affecting human resources management. **(10 marks)**
- (b) Explain how human resources managers can help their firms gain a sustainable competitive advantage through the strategic utilization of people **(10 marks)**.

QUESTION FOUR

- (a) Explain how good human resources practices can help a firm achieve its goals **(10 marks)**.
- (b) Critically assess how an effective recruitment and selection procedures can contribute to the success of the organization **(10 marks)**.

QUESTION FIVE

Critically analyse health and safety at work and emerging workplace issues in Kibabii University College **(20 marks)**

QUESTION SIX

Write brief notes on any **Five** of the following concepts: **(20 marks)**

- (a) On the Job Training Methods
- (b) Performance appraisal
- (c) Staffing
- (d) Human capital
- (e) Compensation
- (f) Career planning
- (g) Organizational design