



MACHAKOS UNIVERSITY

University Examinations for 2018/2019 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

**THIRD YEAR SECOND SEMESTER EXAMINATION FOR
BACHELOR OF COMMERCE (HUMAN RESOURCE MANAGEMENT OPTION)**

BBA 320: RECRUITING AND STAFFING

DATE: 24/4/2019

TIME: 2:00 – 4:00 PM

INSTRUCTIONS: Attempt Question ONE and any other TWO question

QUESTION ONE (COMPULSORY) (30 MARKS)

CASE STUDY

Joan has been a data processing supervisor for two years. She is in the process of selecting a candidate for a programme trainee position she has created. Her plan is to develop the trainee into a systems analyst within two years. Since this is a fast track, she needs a candidate whose aptitude and motivation is high.

Fourteen candidates applied for the job in the employment section of the human resource department after an advertisement in the local newspaper. Six were women, eight were men. An employment specialist screened the candidates for Joan using a carefully prepared interview format that included questions to determine job related skills. Six candidates, three women and three men were referred to Joan.

Joan then conducted structured in-depth interviews and further narrowed the selection to one woman and two men. Her boss, a company vice-president agrees with her judgment after hearing Joan's description of the candidates.

However, Joan's boss feels particularly unsure of the abilities of the female candidate. From the selection interview, past job experiences and education, there is no clear indication of the candidate's ability to perform the job. The vice-president is insisting that Joan should screen the candidate with a programmer aptitude test devised by a computer manufacturing firm. The test had been given four years and some of the most successful current analysts had scored high on it.

Joan went to the human resource department and asked them to administer the test to the ‘questionable’ candidate. The human resource manager informed her that the company’s recruitment and selection policy had been to do no testing of any kind during the last two years. Joan explained that the request had come from the vice-president and asked that she be given a decision on her request by Friday.

Required:

- a) Identify the stages of selection process reflected in the case (3 marks)
- b) Suggest a selection process which such organizations as that of Joan could adopt to get the desired candidate. (8 marks)
- c) Discuss any five elements of good recruitment policy (5 marks)
- d) Stating when appropriate explain three approaches that interviewers may use when conducting interviews. (6 marks)
- e) Despite the fact that the company policy had been no testing, explain to them any four selection tests that they could administer highlighting when used. (8 marks)

QUESTION TWO (20 MARKS)

Employee placement and orientation are critical functions of HRM. As an HR specialist:

- a) Outline the significance of good employee placement (5 marks)
- b) State five advantages of employee induction (5 marks)
- c) Explain ten possible contents of a formal induction programme (10 marks)

QUESTION THREE (20 MARKS)

The first steps in filling a position are employee requisition and shortlisting. As a human resource officer in a newly established firm:

- a) Prepare and fill an employee requisition form for a vacant position in your department (6 marks)
- b) Explain the steps that you would follow when undertaking the shortlisting exercise. (9 marks)
- c) Argue for the use of artificial intelligence technology in shortlisting (5 marks)

QUESTION FOUR (20 MARKS)

- a) A newly established firm has sought your assistance in the area of human resource planning. Citing relevant scenarios, advise the management of the firm on any five interventions that they may institute to meet the human resource needs. (5 marks)
- b) Why should the management undertake this exercise (5 marks)
- c) Discuss any five methods of conducting human resource planning (10 marks)

QUESTION FIVE (20 MARKS)

One key determinant of an organization's ability to respond effectively to a changing and uncertain business environment is the flexibility and adaptability of its workforce. in view of this statement:

- a) Giving appropriate examples, discuss the approaches to labour flexibility. (10 marks)
- b) Briefly explain five factors that affect internal labour market and five factors that influence the external labour market. (10 marks)