



MACHAKOS UNIVERSITY

University Examinations for 2018/2019 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

THIRD YEAR SPECIAL/SUPPLEMENTARY EXAMINATION FOR
BACHELOR OF COMMERCE

BBA 301: HUMAN RESOURCE MANAGEMENT

DATE: 22/7/2019

TIME: 2:00 – 4:00 PM

INSTRUCTIONS

Answer Question One and Any Other Two Questions

QUESTION ONE (COMPULSORY) (30 MARKS)

Read the case study below and answer question One

COMTECH BUSINESS CHANGING STRATEGY

Human resource planning is the continuous process of systematic planning to achieve optimum use of an organization's most valuable asset its human resources. The objective of HRP is to ensure the best fit between employees and jobs while avoiding manpower shortages or surpluses. The four key steps of the HRP process are analyzing present labor supply, forecasting labor demand, balancing projected labor demand with supply and supporting organizational goals. Importantly is the execution of the job analysis exercise which aids in establishing the job description and job specification of the employees in the Organization. This aids in proper designing of the Organization. Job design essentially involves integrating job responsibilities or content and certain qualifications that are required to perform the same. It outlines the job responsibilities very clearly and also helps in attracting the right candidates to the right job. Further it also makes the job look interesting and specialised.

Techniques have been developed through the external consultant to aid in the execution of the various tasks. . Examples of core qualities of HR management are extensive knowledge of the industry, leadership, and effective negotiation skills. Formerly called personnel management. The emergence of Human Resource Management as a discipline brought about changes in operations, processes and systems in the Organization leading to efficiency and profit maximization. COMTECH enterprise is currently working around the clock to ensure the right employee is hired in regards to the requirements of that particular job. The enterprise had to conduct a proper job analysis exercise in order to gather the relevant information in regards to the content and the particulars of the job.

The enterprise since its inception has always had a competent Human Resource practitioner who guided the top management with its operational functions. The recruitment and selection process is one of the most important aspects of running new and established businesses alike. The right employees can take your business to new heights. The wrong ones can hurt business by missing sales, turning customers off and creating a toxic workplace environment. Follow experts' advice on each step of the recruitment and selection process to put together a team that fits with and enhances your business culture, goals and objectives.

COMTECH appreciates proper selection of employees due to its enormous advantages to the Organization. Selection tests help assess a candidate's ability to perform specific tasks are often called 'work sample' tests. These types of tests aim to replicate actual job tasks or situations to assess if the candidate has the skills, experience or qualifications to carry out the work. Certain types of skills (such as IT skills) can be more readily measured by tests than by interview. Work-samples tests can also give candidates an idea of what they may be required to do in the job.

Furthermore COMTECH Enterprise has reiterated that its success is majorly attributed to its unrelenting zeal to increase the skills and increase the knowledge of its employees. Training presents a prime opportunity to expand the knowledge base of all employees, but many employers in the current climate find development opportunities expensive. Employees attending training sessions also miss out on work time which may delay the completion of projects. However, despite these potential drawbacks, training and development provides both the individual and organisations as a whole with benefits that make the cost and time a worthwhile investment. The return on investment from training and development of employees is really a no brainer.

.Performance appraisals are a part of career development and consist of regular reviews of employee performance within organizations. COMTECH enterprise has always trained the

appraisers' on the best practices while reviewing the performance of employees due to its effect on the morale of employees if not properly conducted. Most importantly is the sensitization of the common errors that are committed during the appraisal exercise. Appraisals aid in generating information that assist management to make decision on aspects like pay rise, need to train employees due to poor performance or for promotion of employees due to excellent performance. COMTECH Enterprise aspires to venture its business to the global markets.

- a) Explain FIVE differences that COMTECH Enterprise may establish between Human Resource Management and Personnel Management. (5 marks)
- b) In operating COMTECH Enterprise, Job analysis is of key importance since it aids in job description and job specification of a job holder. Explain the steps that may be involved in proper job Analysis (10 marks)
- c) Discuss FIVE benefits that would accrue to COMTECH Enterprise for using selection tests. (5 marks)
- d) Explain FIVE common errors that are committed during a performance Appraisal exercising. (5 marks)

QUESTION TWO (20 MARKS)

- a) State FIVE contents of both job description and job specification. (10 marks)
- b) Explain FIVE methods that may be used to forecast human resource needs in an Organization. (10 marks)

QUESTION THREE (20 MARKS)

- a) State the significance of human resource planning exercise in the Organization (5marks)
- b) Identify FIVE shortcomings of head hunting as a method of recruiting employees in an Organization. (5 marks)
- c) Discuss FIVE techniques that can be used by an Enterprise in designing its job (5 marks)

QUESTION FOUR.

- a) Explain FIVE methods that can be used to train employees in an Organization. (10 marks)
- b) Describe the procedure that is adopted in man power planning of employees in an Organization (10 marks)

QUESTION FIVE (20 MARKS)

- a) Discuss the significance of conducting an orientation exercise to new employees in an Organization. (10 marks)
- b) Explain the requisites of a successful individual or group incentive schemes for employees in an Organization (10 marks)