



MACHAKOS UNIVERSITY

University Examinations for 2017/2018 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: 18/12/2017

TIME: 2.00-4.00 PM

INSTRUCTIONS:

Answer Question **One (compulsory)** and any Other **Two** Questions

QUESTION ONE(COMPULSORY) (30 MARKS)

CASE STUDY

Josphine 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. Six were women, eight were men. An employment specialist screened the candidates for Josphine using a carefully prepared interview format that included questions to determine job related skills. Six candidates, three women and three men were referred to Josphine.

Josphine 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 Josphine's description of the candidates.

However, Josphines 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 Josphine 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.

Josphine 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 policy had been to do no testing of any kind during the last two years. Josphine 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) Explain any four organizational inducements to recruitment (4 marks)
- c) Discuss any six elements of good recruitment policy (6 marks)
- d) Stating when appropriate explain four approaches that interviewers may use when conducting (6 marks)
- e) Highlight five strategies that the organization can use to enhance the retention of its valuable employees (5 marks)
- f) Despite the fact that the company policy had been to do no testing, suggest to them any four selection tests that they could administer highlighting when used (6 marks)

QUESTION TWO (20 MARKS)

One key determinant of an organisation'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 three factors that affect internal labour market and two factors that influence the external labour market. (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 (8 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 (3 marks)

QUESTION FOUR (20 MARKS)

There are various policies and guidelines that guide employment and employment relationships in Kenya. In view of this assertion:

- a) Outline the provisions of the employment Act 2007 on engagement of employees. (5 marks)
- b) Highlight six grounds for summary dismissal according to employment Act, 2007 (3 marks)
- c) Under what circumstances would the dismissal of an employee be declared unfair by an industrial court (6 marks)
- d) Discuss the remedies for unfair dismissal (6 marks)

QUESTION FIVE (20 MARKS)

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

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