



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 308: HUMAN RESOURCE MANAGEMENT II

DATE: 14/12/2017

TIME: 11.00-1.00 PM

INSTRUCTIONS:

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

QUESTION ONE (COMPULSORY) (30 MARKS)

MOSHI Company Limited (Ltd)

Moshi Company Ltd promotes its employees using appraisal results done by the supervisors. Salary promotions are also pegged on these appraisals. The ratings are discussed with the employees and are used to counsel them. The same is used in collective bargaining when unions demand for the procedures used when determining salaries.

In a recent meeting with union officials, the management was told that some of the employees had not been given salary increment and others had not been promoted for a long time. The union has argued that the ratings are not true indicators for basing the company's promotion and salary increments. The union insists that the employees' appraisal is not properly done.

The above scenario has convinced the board of directors that employee appraisal is a source of friction and that it should be done by highly qualified human resource officers.

Required

- a) Besides the uses stated above, explain any other five uses of performance appraisal.

(5 marks)

- b) The union argument that the appraisals are not done properly could be valid. Giving appropriate examples, explain any five performance rating errors that raters can commit. (10 marks)
- c) Explain any five essentials of a good wage or salary structure (10 marks)
- d) Explain any five factors that influence individual's salary or wage (5 marks)

QUESTION TWO (20 MARKS)

In view of the changing work context, a newly established organization wishes to undertake role analysis in order to build a role directory and subsequently fill vacant positions.

As human resource consultant , advise them on:

- a) How to conduct comprehensive role analysis. (12 marks)
- b) Any eight uses of a role directory (8 marks)

QUESTION THREE (20 MARKS)

Some of the operative functions of human resource management are human resource audit and human resource planning. In view of this statement,

- a) Explain any five approaches of undertaking human resource auditing. (10 marks)
- b) Discuss five benefits of human resource planning (10 marks)

QUESTION FOUR (20 MARKS)

- a) Employee selection is a process. In view of this statement, analyze the key steps in undertaking this exercise. (12 marks)
- b) A good test as a selection tool should be valid and reliable. Using appropriate example explore the types of test validity. (8 marks)

QUESTION FIVE (20 MARKS)

- a) With appropriate illustrations discuss five forms of employee separation. (10 marks)
- b) Outline strategies that management can adopt to enhance staff retention. (10 marks)