

CHUKA



UNIVERSITY

**UNIVERSITY EXAMINATIONS**

**EXAMINATION FOR THE AWARD OF DIPLOMA IN PROJECT PLANNING AND  
MANAGEMENT**

**PPMA 0125: HUMAN RESOURCE MANAGEMENT**

**STREAMS:**

**TIME: 2 HOURS**

**DAY/DATE: THURSDAY 08/07/2021**

**11.30 A.M – 1.30 P.M**

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**INSTRUCTIONS:**

**Question one is compulsory**

**Choose any other two questions**

1. (a) Internal and external recruitment are the main source of candidates for an organization. Explain the:
  - (i) Advantage of internal recruitment [5 marks]
  - (ii) Sources of external recruitment [5 marks]
- (b) Justify the need for Human Resource Planning. [5 marks]
- (c) Briefly explain the factors leading to the need for recruitment of employees. [5 marks]
- (d) Explain the factors to consider when deciding a reward management system for your organization. [5 marks]
- (e) A Human Resource Manager must be keen at problem solving and decision making at all times. Discuss and justify this statement. [5 marks]

2. (a) Human Resource Management is defined as the management function of identifying the need for acquiring, optimally utilizing and finally discharging the human factor back to society in a responsible and ethically acceptable way. Explain the unique features of Human Resource Management. [10 marks]

(b) Human Resource Planning as a process ensures that the organization has the right number of people, the right type of people at the right time doing the right job. Identify the characteristics of human resource planning. [10 marks]

3. (a) The interview is widely used as a selection tool or technique and it holds a central position in the recruitment and selection function. Determine the characteristics of a good interview. [10 marks]

(b) Training as an organizational intervention may be defined as a well thought of set of activities aimed to facilitate learning of knowledge, attitude, and skills among its people in the organization to improve their current job performance and contribute to the achievement of organizational goals. Justify the importance of on the job training.

[10

marks]

4. (a) People require to be adequately motivated for them to remain highly productive. This is why organizations have different remunerations schemes. Discuss the key objectives of a reward management system. [10 marks]

(b) Performance appraisal or evaluation is the process of assessing the performance and progress of an employee on a given job and his/her potential for future jobs. Identify the problems in performance appraisals. [10 marks]

5. (a) Employees usually organize themselves around labour unions to agitate for better working conditions and salaries. Elaborate on the importance of collective bargaining.

[10

marks]

(b) The process of recruitment calls for the proper utilization of the existing human resources as well as forecasting the requirement for additional personnel. Elaborate on why an organization may find itself with a bloated workforce. [10 marks]

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