

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE

BCOM 251: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

STREAMS: BCOM/BCOP/BPLM Y2S1

TIME: 2 HOURS

DAY/DATE: THURSDAY 06/12/2018

11.30 A.M – 1.30 P.M

INSTRUCTIONS

- **Answer question one and any other two questions**
- **Question one has 30 marks and the rest 20 marks each. Don't write anything on this question paper**

CASE STUDY (COMPULSORY)

Kenya wildlife enterprise and management authority

Kenya Wildlife Enterprise and Management Authority (KWEMA) is a state corporation offering wildlife protection, biodiversity conservation, and wildlife advisory services. The authority has its headquarters in Nairobi, which directs the activities of eight branch offices located in major countries in Kenya. The headquarters has a range of senior line managers and researchers, all of whom have served for a number of years in the wildlife enterprise business. Each branch is headed by a branch manager, who usually has four or five reports, such as the wildlife inventory manager, research and development manager, etc Each of these departmental managers has between three and five section leaders or their equivalent.

The company's policy in matters of promotion and management succession is to identify and prepare existing staff, rather than to recruit outsiders. Major features of the company's personnel practices are Human Resource Planning and the appraisal scheme. Implementation of human resource planning practice has been slow due to some challenges facing the agricultural sector. On the other hand the appraisal scheme has come under criticism from both managers and staff on grounds of the vagueness of the performance criteria, and thus the underlying unfairness of

eventual assessments. It has also been expressed that as the appraisals are only carried out annually, they are too remote from the fast changing conditions operating in the branches.

The general manager has discussed the issue with the personnel manager, who has agreed to revise the scheme so that it reflects performance on the job rather personnel qualities. It has also been agreed that the entire appraisal procedure will be reviewed at the same time

Required :

- (a) Discuss the likely reasons why this authority's policy prefers internal to external resourcing of her workforce. [10 marks]
- (b) Explain the methods of training needs assessment applicable to KWEMA. [10 marks]
- (c) Discuss the possible reasons why performance appraisals are carried out in KWEMA. [10 marks]
2. The marketing of East Africa has invited you to present on paper on human resource management functions and activities at their symposium. Discuss the contents of your paper. [20 marks]
3. (a) Jasho Group of Hotels Ltd has made it mandatory to conduct human resource planning as part of her strategic approach to management. Explain the steps you could use to conduct this planning exercise successfully. [12 marks]
- (b) Describe any four types of group incentive pay plans applicable to this company. [8 marks]
- marks]
4. Mtalii Conservancy, non governmental organization (NGO) that manages eco-tourism sites in the country, has decided to develop job description for all her employees.
- (a) Critically analyze the importance of such an exercise. [12 marks]
- (b) Discuss the merits and demerits of job rotation approach to job design at Mtalii Conservancy. [8 marks]
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