

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE

BCOM 451: MANAGING HUMAN RESOURCE PERFORMANCE

STREAMS: BCOM

TIME: 2 HOURS

DAY/DATE: TUESDAY 03/12/2019

2.30 PM – 4.30 PM

INSTRUCTIONS:

- **Answer Question One and any other Two Questions**
- **All questions carry equal marks**

QUESTION ONE

After independence some African countries had a shortage of technical and managerial personnel needed for performance of development activities. The capacity of staff was overstretched resulting to poor performance and low productivity. Some governments offered employment as a solution to unemployment without assessing labour requirements of various ministries. This action led to rising public debt, high interest rates and rising poverty levels. However, some governments initiated reform programmes whose aim was to improve efficiency and productivity.

Required:

- (a)
- (i) Explain human resource related challenges that these countries may have faced during this transition period. [10 marks]
 - (ii) Suggest human resource strategies that may have been adopted to mitigate the prevailing problems. [10 marks]
- (b) Analyse the contributions of F.W Taylor and Fredrick Hertzberg towards understanding human resource performance in organizations. [10 marks]

QUESTION TWO

- (a) Using benchmark theoretical studies explain the relationship between employee job satisfaction and motivation towards performance. [12 marks]
- (b) Performance management is an unnecessary process in organizations. Using performance management cycle as reference discuss this statement. [8 marks]

QUESTION THREE

- (a) Mambo link consultants have been commissioned to oversee the performance management process of a nongovernmental organization. Illustrate the process to be adopted and explain the relevance of each stage to organizations. [10 marks]
- (b) A trade union resisted the results of a job evaluation exercise that was recently undertaken. Suggest the possible reasons and solutions to this resistance. [10 marks]

QUESTION FOUR

- (a) Informal groups at times influence performance in organizations. Explain the ways in which an organizations management may enhance positive linkages with these groups. [10 marks]
 - (b) Using examples explain the circumstances under which diversity influences employee selection and placement in organizations. [10 marks]
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