

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

THIRD YEAR EXAMINATION FOR THE AWARD OF DEGREE  
OF BACHELOR OF COMMERCE

BCOM 363: HUMAN RESOURCE PLANNING

STREAMS: BCOM

TIME: 2 HOURS

DAY/DATE: TUESDAY 05/12/2017

8.30 A.M. – 10.30 A.M.

**INSTRUCTIONS: ANSWER QUESTION ONE AND ANY OTHER TWO QUESTIONS**

QUESTION ONE

- (a) Read the case below and answer the questions that follow;

Matkel Co. Ltd has branches in all parts of the country. Matano, the human resource manager has recommended that all staff be retrained. The chief executive officer noticed increased wastage of resources and unwarranted accidents. The organizations production costs have been increasing and products quality has also been very low. Customer tastes and preferences has been changing as quoted in a recent human resource magazine. Lack of staff commitment, labour turnover, failure to analyze monthly meeting reports are leading to great apprehension among existing staff.

A brainstorming meeting of all staff was held and it was agreed that its important for employees to be multi-skilled while ensuring customer care is a priority. To motivate staff, the human resource manager proposed an improvement of staff benefits, reward based performance, job evaluation and job redesign. It is hoped that once these strategies are adopted the company ltd will remain a market leader in the turbulent competitive environment.

- (i) Justify the reasons for retraining staff of Matkel Ltd. [10 marks]

- (ii) Explain human resource solutions to the prevailing problems in Matkel ltd.

[10marks]

- (b) Explain the reasons that make organizations undertake human resource planning.

[10 marks]

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2. (a) Describe the ways in which an organization may deal with human resource challenges at each stage of its growth cycle. [12 marks]
- (b) Explain the reasons for over reliance on interviews as a selection method for new employees in an organization. [8 marks]
3. (a) Explain the guidelines that make human resource planning successful. [8 marks]
- (b) Employees may be separated from an organization through redundancy. Explain the effects of this separation process to different stakeholders of an organization. [12 marks]
4. (a) Explain the significance of employees profiles to an organization that is its growth stage. [10marks]
- (b) Describe the methods that may be adopted by an organization that intends to reconcile supply and demand of labour in its different order of operation. [10 marks]
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