

**CHUKA**



**UNIVERSITY**

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**UNIVERSITY EXAMINATIONS**

**EXAMINATION FOR THE AWARD OF  
BACHELOR OF EDUCATION ARTS**

**BUST 324: HUMAN RESOURCE MANAGEMENT**

**STREAMS: BED (ARTS) Y2S2 S.B**

**TIME: 2 HOURS**

**DAY/DATE: THURSDAY 09/08/2018**

**11.30 AM – 1.30 PM**

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**INSTRUCTIONS:**

- **Question One is Compulsory**
- **Answer any other Two Questions**

**QUESTION ONE**

**Read the following case and answer the questions that follow**

Mrs. Kamau retired from teaching 10 years ago and established a furniture making enterprise in her rural town using her terminal benefits. The enterprise has a work force of 18 employees. Mrs. Kamau is the managing director. She has 2 supervisors, one for the carpentry department and the other for the administrative department. There are 15 carpenters and one foreman. Her employees are happy with the working environment.

Of late she has been advised to introduce performance management so as to develop capacity of employees in order to meet the expectations of enterprise and the customer.

At the end of every year, outstanding employees will be recognized through gifts and financial awards. She believes this is the best way to cater for unique needs of each employee. A comprehensive job evaluation has been put in place to assist the establishment of pay systems in the organization. It aims at determining internal equity in compensation among jobs in an organization. Salary surveys are also used to determine external equity with market rates.

- (a) Besides capacity building, explain the other aims of performance management that Mrs. Kamau may have been advised to introduce. [8 marks]

- (b) Describe the various job evaluation methods that Mrs. Kamau may use in the enterprise. [12 marks]
- (c) Describe how the management of the enterprise will enhance performance management. [10 marks]

**QUESTION TWO**

Before hiring any employees, the management of Mashinani manufacturers limited usually conduct a job analysis for the position they intend to fill.

- (a) Do you think it is necessary to conduct a job analysis or is it a waste of time? Give reasons for your answer. [10 marks]
- (b) What information is the management of Mashinani manufacturers likely to gather for each job they conduct a job analysis on? [10 marks]

**QUESTION THREE**

- (a) Managing workforce diversity effectively is the key to leveraging the advantages and minimizing the disadvantages of diversity in the workplace. Discuss the benefits of diverse labour force in the successful achievement of organizational objectives and organizational development. [10 marks]
- (b) Explain the steps in systematic training. [10 marks]

**QUESTION FOUR**

- (a) Explain the importance of safety programs and the role of human resource management in ensuring a safe and healthy working environment in an organization. [12 marks]
- (b) Discuss the process of collective bargaining. [8 marks]
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