



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2017/2018

FIRST SEMESTER EXAMINATION FOR THE DEGREE OF
EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

BHE 882: HUMAN RESOURCE MANAGEMENT

DATE: Monday, 29th January 2018

TIME: 5.30 p.m. - 8.30 p.m.

INSTRUCTIONS:

Answer question ONE and any other THREE.

Case study

Hot Point Agencies was started two and half decades ago to provide accounting and consultancy services in East African countries. Since its inception, Hot Point Agencies has been known to recruit its employees directly from colleges and universities. Every year it ensures that fresh graduates from public and private institutions join the organization. It particularly prefers those graduates in their final years in commerce specialization. These graduates are first employed as trainees, after which they are upgraded to various positions in the organization. These graduates are first employed as trainees, after which they are upgraded to various positions in the organizations after completing their training periods. After completing their probation, most employees, however, immediately leave Hot Point Agencies. Some few join other organizations, while others are quickly found jobless and moving from firm to firm looking for employment. Others hardly finish their training periods before leaving. Hot point agencies is, however always recruiting even larger numbers of fresh graduates from colleges and universities into the organization each progressive year and all indicators show that it is growing year after year.

QUESTION ONE

- (a) What human resources problems does this firm have? (5 marks)
- (b) What other sources of recruitment are there for Hot Point Agencies and why do you think the management does not pursue them? (10 marks)
- (c) What do you think are the factors which make these employees leave Hot Point Agencies in droves? (10 marks)
- (d) How has the firm survived all this time and even registered a significant growth from this behavior? (5 marks)

QUESTION TWO

Why is human resource planning important and what are the factors that affect how it is conducted? (10 marks)

QUESTION THREE

What are the byproducts of job analysis? Discuss the techniques used for collecting data for job analysis? (10 marks)

QUESTION FOUR

Discuss the various methods and approaches to training. (10 marks)

QUESTION FIVE

"Performance appraisal is the systematic evaluation of the individual with respect to his performance on the job and his potential for development". What are the options open to you in the design of a performance appraisal system to achieve this goal? (10 marks)