



**JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY
SCHOOL OF BUSINESS & ECONOMICS
UNIVERSITY EXAMINATION FOR THE MASTER OF BUSINESS
ADMINISTRATION
2nd YEAR 1st SEMESTER 2018/2019 ACADEMIC YEAR
KISII CAMPUS**

COURSE CODE: MBA 837:

COURSE TITLE: EMPLOYEE PROCUREMENT AND DEVELOPMENT

EXAM VENUE:

DATE:

EXAM SESSION:

DURATION: 2 HOURS

INSTRUCTIONS

1. Answer FOUR questions
2. Show all your workings.
3. Candidates are advised not to write on the question paper

QUESTION ONE (15 MARKS)

- a. You have been approached by the general manager of Goody-Goody Company that is experiencing poor performance and has ideas that it is due to poor job design, as a specialist in Human Resource Management advice appropriately **(10 marks)**
- b. In the current field of Human Resource Management, Auditing is crucial. Discuss using appropriate examples. **(5 marks)**

QUESTION TWO (15 MARKS)

- a. In many occasions, recruitment has been mistaken for selection, in line with this statement, explain the differences between the two terms using relevant examples. **(10 marks)**
- b. Discuss the differences and similarities between placement and induction as used in Human Resource Management **(5 marks)**

QUESTION THREE (15 MARKS)

- a. You have been asked to draw up a training programme for a particular group of staff (use your own discretion in selecting a group you are familiar with). Describe and evaluate the steps you would take prior to drawing up such a plan. **(10 marks)**
- b. There are a number of vacancies in your organization and a re-evaluation of recruitment procedures is necessary. Outline and evaluate the importance of every step to be taken during the recruitment process. **(5 marks)**

QUESTION FOUR (15 MARKS)

- a. Selection is the second part of the process of acquiring new staff. Choose **THREE** methods that give the HR staff clearer information about candidates and enable successful selection and appointment. **(6 marks)**
- b. Analyze **FIVE** characteristics of a successful leader/manager. How can **ONE** such characteristic be developed within a management development programme? **(9 marks)**

QUESTION FIVE (15 MARKS)

- a. Training and development are key to long-term success for any organization. Analyze and give examples, in each case, the key elements of training and development. **(9 marks)**
- b. Using relevant examples analyze **THREE** pitfalls/disadvantages if the standard recruitment and selection procedure is not followed. **(6 marks)**

QUESTION SIX (15 MARKS)

- a. Describe and evaluate **THREE** methods of assessing potential recruits to the organization. Analyze the benefits of **EACH** method chosen, explaining how **EACH** will improve the selection process. **(9 marks)**
- b. Discuss those types of training considered to be effective in the workplace and briefly justify the costs of such effective training. **(6 marks)**

JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY
SCHOOL OF BUSINESS AND ECONOMICS
SEPTEMBER-DECEMBER 2018
KISII LEARNING CENTRE

MBA 837: EMPLOYEE PROCUREMENT AND DEVELOPMENT

Course Description

The course aims at giving an understanding of the employee procurement and development and to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of employee procurement and development.

Course Learning Outcomes:

At the end of this course, students should be able to:

- ✓ Understand the Process and objectives of Human Resource Planning
- ✓ Understand Job analysis and description
- ✓ Understand the Recruitment policy and process
- ✓ Understand the Various Sources of Recruitment and selection procedure
- ✓ Understand Steps in the Selection Procedure, Placement and know the types induction program
- ✓ Understand the evolution and functions of HRD
- ✓ Identify the content, process and the outcomes of HRD applications
- ✓ Evaluate and understand diversity issues and their impact on organizations

LECTURE ONE (3 hours)

- ✓ Introduction
- ✓ Human Resource
- ✓ Human Resource Management (HRM)
- ✓ The personnel function of management

LECTURE TWO (3 hours)

- ✓ Staffing in Organization
- ✓ Recruitment policy and process
- ✓ Selection and induction.

LECTURE THREE (3 hours)

- ✓ Human Resource Planning
- ✓ HR audit

LESSON FOUR (3 hours)

- ✓ Job analysis,
- ✓ Job description,
- ✓ Job specification
- ✓ Job evaluation

LESSON FIVE (3 hours)

- ✓ Job designs
- ✓ Work Force Reduction

LESSON SIX (3 hours)

- ✓ Realignment and Retention
- ✓ Challenges facing HR procurement

LESSON SEVEN (2 hours)

CAT

LESSON EIGHT (3 hours)

- ✓ Training,
- ✓ Training phases,
- ✓ Need Assessment
- ✓ Establishment of Training objectives

LESSON NINE (3 hours)

- ✓ Training methods
- ✓ Training manuals

LESSON TEN (3 hours)

- ✓ Preparation of a training programme
- ✓ Evaluation of a training Programme

LESSON ELEVEN (3 hours)

- ✓ Management development

LESSON TWELVE (3 hours)

- ✓ Evaluating HRD programs,

LESSON THIRTEEN (3 hours)

- ✓ Case studies and presentations

LESSON FOURTEEN (2 hours)

CAT

Reading List

1. Belcourt, M., & McBey, K. (2016). *Strategic human resource planning* (6th ed.). Toronto, ON: Nelson Education.
2. Armstrong M (2001). *Human Resource Management Practice*. London: Kogan Page Ltd.
3. Bedier B. E., Husehd M. A., Ulrich D (2001). *The HR Scorecard Linking People* .Boston Massachusetts. Harvard Business School Press.
4. Emmanuel Imaagene (2006). *A Regime of Reforms: Implications and Challenges for Human Resource Practitioners*. IPM Publication
5. Srinivas Kandula, 2001 *Strategic Human Resource Development*, PHI Learning,
6. Uday Kumar Haldar, 2009 *Human Resource Development*, Oxford University Press,
7. Werner & Desimone, 2006 *Human Resource Development*, Cengage Learning,

Teaching Methodology

Class lectures, presentations and discussions

Continuous Assessment Test -----40%

Final Examination-----60%