JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY

SCHOOL OF BUSINESS & ECONOMICS

UNIVERSITY EXAMINATION FOR BACHELOR OF BUSINESS ADMINISTRATION

2nd YEAR 1st SEMESTER 2018/2019 ACADEMIC YEAR

MAIN CAMPUS

COURSE CODE: ABA 204

COURSE TITLE: FUNDAMENTALS OF HUMAN RESOURCE MANAGEEMNT

EXAM VENUE:

DATE: **EXAM SESSION:**

DURATION: 2 HOURS

INSTRUCTIONS

1. **Answer QUESTION ONE and any other TWO questions**
2. **Show all your workings.**
3. **Candidates are advised not to write on the question paper**

QUESTION ONE (30 MARKS)- COMPULSORY

Read the Case Study below carefully and, answer the questions that follow:

Family businesses typically have the luxury of passing the torch down to children after parents retire, but in some cases, there are no candidates, or the candidates may not be right for the role. This presents a challenge when it's time to find a successor, especially if existing employees have assumed that top level promotions would come from within the family. So the Carlson companies had to put in great effort to find a replacement, looking both internally and outside of the company, ultimately finding an internal candidate who would work well with the family but also offered plenty of experience as an executive in different industries. According to Beverly Behan of Hay's Group, Carlson should be commended for not only making the right decision in not hiring the heir apparent, but for handling the job search in a calm, effective way.

Required

a) From the case above discuss two advantages and three disadvantages of internal recruitment. **(5 marks)**

b) Discuss the basic considerations in job analysis. **(10 marks)**

c) Describe the hiring process **(10 marks)**

d) Outline the five (5) pitfalls employers should avoid during the hiring process **(5 marks)**

QUESTION TWO.

a) Explain the importance of the following concepts

    i. Management

    ii. Human Resource Management

    iii. Performance Appraisal

    iv. Training

    v. Human Resource Development **(10 marks)**

b) Explain clearly the main by-products of a job analysis. **(10 marks)**

QUESTION THREE.

a) Describe the various Modes of Compensation. **(10 marks)**

b) What gets measured gets done. How can a Human Resource manager monitor and assess the performance of employees and what can be done to ensure that those activities are effective. **(10 marks)**

QUESTION FOUR.

a) Describe the three steps to conduct a training needs assessment **(10 marks)**

b) Using appropriate examples, evaluate the importance of human resource management in modern business management. **(8 marks)**

QUESTION FIVE

a) Explain the procedure for handling grievances in the work place**.(10 marks)**

b) Using relevant examples explain at least five selection biases that can influence the selection of an applicant. **(10 marks)**

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SEPTEMBER-DECEMBER 2018
MAIN CAMPUS

ABA 204: HUMAN RESOURCE MANAGEMENT

Course Aim

The aim of this course as pointed out earlier is to expose the students to the concept of human resource management.

Course Learning Outcomes:

By the end of the course, the learner should be able to:

- ✓ Introduce you to the basic concepts and principles of human resource management.
- ✓ Compare issues relationships authority and responsibility in the organization
- ✓ Give an insight in leadership and personnel system in the organization.
- ✓ Explore job design and job analysis.
- ✓ Appraise the important and function of training in any organization.
- ✓ Have an over view of what happens in Human Resource Department of any organization.

LECTURE ONE (3 hours)

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

LECTURE TWO (3 hours)

- ✓ Staffing in Organization
- ✓ Attracting a pool of applicants
- ✓ Assessing and selecting human resources
- ✓ Managing the joining-up process

LECTURE THREE (3 hours)

- ✓ Leadership
- ✓ Managing performance

LESSON FOUR (3 hours)

- ✓ Management development
- ✓ Training and Staff Development

LESSON FIVE (3 hours)

- ✓ Career Systems
- ✓ Performance appraisal systems

LESSON SIX (3 hours)

- ✓ Motivation of employees at work

LESSON SEVEN (2 hours)

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LESSON EIGHT (3 hours)
- ✓ Job Design
- ✓ Job Analysis

LESSON NINE (3 hours)
- ✓ Job evaluation
- ✓ Compensation
- ✓ Reward systems

LESSON TEN (3 hours)
- ✓ Labour-management relations
- ✓ Discipline and disciplinary procedures
- ✓ Grievance procedures

LESSON ELEVEN (3 hours)
- ✓ Communication in Human Resource Management
- ✓ Decision making

LESSON TWELVE (3 hours)
- ✓ Conflict Management
- ✓ Collective bargaining

LESSON THIRTEEN (3 hours)
- ✓ Managing employee's organizational exit
- ✓ Separation (Tenure & Turnover)
- ✓ Separation (Retirement

LESSON FOURTEEN (2 hours)

CAT

Teaching Methodology
- ✓ Class lectures, presentations and discussions

COURSE TEXT AND JOURNAL
1. Smith, M. (2011) Fundamentals of Management. (2nd ed.) New York: McGraw-Hill
2. Michael Armstrong (1999), *A Handbook of Human Resource Management Practice* (7th edition), Kogan Page Limited, 120 Pentonvelle Road, London.
3. Brody R. (2000). *Effectively Managing Human Service Organization*, (2nd ed.). London: Sage Publication.
4. Peretomode, V.F. & Peretomode,O. (2008) Fundamentals of Management and Organizational Behaviour. Lagos: O.O.P. Publishers LTD
5. Cole, G. A. (1997). *Personnel Management Theory and Practice* (4th ed.). London: ELST Lelts Educational.

Continuous Assessment Test ------30%

Final Examination---------------------70%