



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

A. M. E. C. E. A

MAIN EXAMINATION

MAY – JULY 2016 TRIMESTER

FACULTY OF COMMERCE

DEPARTMENT OF MARKETING AND MANAGEMENT

REGULAR / CITY CAMPUS / ODEL PROGRAMME

CMH 311: HUMAN RESOURCE MANAGEMENT

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Date: JULY 2016

Duration: 2 Hours

INSTRUCTIONS: Answer Question ONE and ANY OTHER TWO Questions

Q1. Read the case and answer the questions that follow

Required:

- a) How might GM's executive recruitment policy of promoting primarily from within end up hurting the firm. **(4 marks)**
- b) If you are a manager of GM what would be the relative advantages of recruiting an outsider. **(5 marks)**
- c) Identify core values that GM has embraced and show how each value might have contributed to GM's success. **(3 marks)**
- d) Headhunting is one of the preferred methods of external recruitment especially in large corporate like GM. Argue for and against the use of this method. **(6 marks)**
- e) GM is in the process of recruiting a human resource manager. Prepare a job description for the position of a human resource manager for GM. **(8 marks)**
- f) Induction training is one of the operative functions of human resource management. Advise the management of GM why it is necessary to induct its new human resource officer. **(4 marks)**

Q2. Job analysis and human resource planning are the foundations of employment and development practices in organizations. In view of this statement.

- a) Explain FIVE uses of job analysis information. **(5 marks)**
- b) A newly established firm has sought your assistance in the area of human resource planning. Citing relevant scenarios, advise the management of the firm on any FIVE interventions that they may institute to meet the surplus of human resources. **(5 marks)**
- c) Discuss any FIVE methods of conducting human resource planning. **(10 marks)**

Q3. a) As a human resource consultant, a newly established organization approaches you for guidance on employee selection. In view of this statement,

- i Advise them on FOUR disadvantages of using structural interviews as a selection tool. **(4 marks)**
- ii Explain to them any FOUR selection tests that they can administer highlighting when used. **(6 marks)**
- b) The difference between human resource management and personnel management is the change of name and time. Discuss this statement. **(10 marks)**

Q4. Performance appraisal can be used as a basis for many human resource management decisions such as training and development promotion, wage and

salary administration among others. However if not properly conducted can be a cause of dissatisfaction among the employees. In view of this statement,

- a) Explain FIVE performance rating errors that raters can commit. **(5 marks)**
- b) Outline FIVE essentials of a good wage or salary structure. **(5 marks)**
- c) Training is a process. Explain. **(10 marks)**

END