



DEDAN KIMATHI UNIVERSITY OF TECHNOLOGY
UNIVERSITY EXAMINATION 2014/2015 ACADEMIC YEAR

SECOND YEAR FIRST/SECOND SEMESTER EXAMINATION FOR THE DEGREE
BACHELOR OF COMMERCE/BUSINESS INFORMATION TECHNOLOGY

**HBC 2126: HUMAN RESOURCE MANAGEMENT I / BSM 2305: HUMAN
RESOURCE MANAGEMENT /HPS 2109: PRINCIPLES AND PRACTICES OF
HUMAN RESOURCE MANAGEMENT**

DATE: 22ND APRIL 2014

TIME: 11.00 AM – 1.00 PM

INSTRUCTIONS: ANSWER QUESTION ONE AND ANY OTHER THREE QUESTIONS

QUESTION ONE (COMPULSORY)

***READ THE CASE STUDY BELOW AND ANSWER QUESTION ONE AND ANY
OTHER TWO QUESTIONS***

CARTER CLEANING CENTERS

Jennifer Carter graduated from university with a degree in human resource development and she decided to go into business with her father Jack Carter as a consultant. Jack Carter opened his first Laundramot in 1980. The business was more capital intensive rather than labour intensive which really attracted Jack since he could do with a few unskilled workers and avoid a lot of problems dealing with employees. The business grew very fast and Jack was able to open more branches and added more services such as dry cleaning and pressing.

As a consultant, Jennifer was supposed to bring in modern management practices and techniques for solving business problems. At this time, employee turn over was very high and Jennifer recommended for employment of skilled employees. She also recommended that before more recruitment are done; proper human resource planning should be carried out to identify the skills and the number of employees that should be recruited. She also suggested that training of both the new and existing employees should be arranged. She advocated for on the job training.

After spending several months on the job, Jennifer was surprised to discover that her father had not formally evaluated the employees' performance for all the years he had owned his business. His argument was, he had "a hundred higher priority things to attend to" such as boosting sales and lowering costs. Furthermore, manure workers get positive feed back in terms of praise for job well done or criticism.

Her father complained of many problems in the business such as strong competition, suffering economy, high rate of employee turn over and theft. Jennifer recommended for proper compensation , welfare facilities in the firm and proper health and safety issues in the firm.. The father found the suggestion ridiculous arguing that they should focus on solving those problems today. However, Jennifer believed that it would have long term benefits for their business. She also felt that it would do a lot of good to the organization if the employees were allowed to join unions and that these measures will go along way in boosting the morale of the workers, have more satisfied workforce which would help reduce the rate of employee turn over.

QUESTION ONE

- a) Carter Cleaning could spend considerable amount of time and money in training their employees. Highlight five benefits that accrue to the firm due to training **(5 marks)**
- b) Highlight five reasons why it is important for Carter Cleaning to evaluate the performance of its employees **(5marks)**
- c) Discuss five factors that have led to the increased need for Carter cleaning to carry out human resource planning **(5 marks)**
- d) Discuss five benefits to Carter cleaning of proper remuneration to the employees **(5 marks)**
- e) Discuss four benefits of welfare facilities for the firm and give four examples of welfare facilities. **(6 marks)**
- f) discuss four measures that carter cleaning should take to ensure Health and safety of their employees **(4marks)**

QUESTION TWO

- a) The field of human resource management has changed considerably over the years. Discuss five factors that have contributed to these changes and discuss the challenges they pose to a human resource manager. **(10 marks)**
- b) Discuss five causes of employee separation from the organization **(10 marks)**

QUESTION THREE

- a) Trade unions play a significant role in industrial relations. Discuss five measures that can be put in place to improve their effectiveness. **(10 marks)**
- b) Organisations strive to have good industrial relations. Discuss five measures that can be put in place to achieve this. **(10 marks)**

QUESTION FOUR

- a) Jobber Ltd has decided to restructure its organization structure. Discuss five factors that may have contributed to this move. **(10 marks)**
- b) Mabati company limited has been paying its workers on piece rate policy. Discuss circumstances under which this wage policy is appropriate. **(10 mks).**

QUESTION FIVE

- a) As a human resource consultant, you have recommended to the management of XYZ that wishes to fill in several vacant posts to combine both internal and external sources of recruitment. Explain to them reasons for this. **(10 marks)**
- b) Disciplinary system must satisfy certain conditions/ requirements if it is to serve as a valid and reliable way of obtaining organizational objectives. From the above statement, assess the requirements of a good disciplinary systems. **(10 marks)**