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**University Examinations 2015/2016**

FIRST YEAR SECOND SEMESTER EXAMINATION FOR THE DEGREE OF

MASTER OF

BUSINESS ADMINISTRATION

**BFA 5178: HUMAN RESOURCE MANAGEMENT**

**DATE: AUGUST 2016 TIME: 3 HOURS**

**INSTRUCTIONS:** *Answer question* ***one*** *and any other* ***three***questions.

**QUESTION ONE (15 MARKS)**

**Study the case and answer the questions that follow:**

Amanda, a Human Resource Manager for an insurance company, was beginning to wonder about the quality of the personnel that the firm’s supervisors were recruiting. Typically the divisional and departmental supervisors were responsible for hiring insurance sales agents and computer programmers with little guidance from the home office. Amanda’s primary recruitment responsibility was to ensure that there was no discrimination and offer whatever assistance in the recruitment process that other managers might request.

Amanda’s concern was about the recruitment process centered on the firm’s inability to attract high caliber personnel. This was especially evident with sales agents who were routinely terminated by the company for ineffectiveness. Sales agent’s applicants normally applied without prior solicitation by the company.

An examination of the employment history of many sales agents revealed a work history marked by numerous job changes and career shifts. In spite of his suggestions to the contrary, the major requirement currently used by supervisors for sales agents was that they possess a state license to sell life insurance. Unfortunately the requirements for such a license are not very exact. Once hired, agents entered a life and health insurance training progamme, many candidates were unable to successfully complete the programme because they could not pass the written examinations. Those who did finish the porgramme were often found to lack the aggressiveness that is necessary to perform well in a highly competitive life and health insurance industry.

Amanda had checked the training and the compensation programmes to determine if they were contributing to the problem and could discover no apparent weakness in these areas. He then talked to his supervisors to determine the source of the company’s job applicants. It was then that he learned that nearly all candidates were simply taken from pool of unsolicited applicants who placed their resumes on file with whoever they initially contacted at the company.

1. Describe the main source of recruitment used in Amanda’s Insurance Company by highlighting both the advantages and disadvantages of this source. (5 marks)
2. By citing examples from the case study, Critique the recruitment process of the Insurance Company? (5 marks)
3. How can the recruitment process be modified by the insurance company so that it is successful in attracting high caliber personnel (5 marks)

**QUESTION TWO (15 MAKS)**

Differentiate job analysis from job description. Explain how job analysis is essential tool of human resource management and illustrate with appropriate examples how this tools are used for managing human resource. (15 marks)

**QUESTION THREE (15 MARKS)**

1. Discuss how training is important for maintaining employee motivation and improving organizational efficiency. Critically evaluate the significance of training employees in present day environment of high employee turnover. (10 marks)
2. What specific benefits do you think the organization and the individual employee can gain from performance appraisal system in an organization? (5 marks)

**QUESTION FOUR (15 MARKS)**

It is said that pay and allowances have always played an importance role in attracting and retaining employees. What are factors in your view which should be kept in mind while preparing a salary system for a recently created finance company which has also taken a policy of recruiting only professionals (15 marks)

**QUESTION FIVE (15 MARKS)**

Why would an organization engage in Human Resource planning? Illustrate by use of suitable examples the process of Human resource planning at the enterprise level. (15 marks)