



(University of Choice)

**MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY
(MMUST)**

**UNIVERSITY EXAMINATIONS
2021/2022 ACADEMIC YEAR
SECOND YEAR SEMESTER ONE**

**SPECIAL/SUPPLEMENTARY EXAMINATIONS
FOR THE DIPLOMA
IN
BUSINESS MANAGEMENT**

COURSE CODE: DBA 211

COURSE TITLE: EMPLOYEE RESOURCING AND TRAINING

DATE: WEDNESDAY 27TH JULY 2022 TIME : 2:00 - 4:00PM

INSTRUCTIONS TO CANDIDATES

1. Answer Question ONE (**compulsory**) and any other TWO questions

TIME: 2 HOURS

MMUST observes ZERO tolerance to examination cheating

This Paper Consists of 2 Printed Pages. Please Turn Over.

1. RECRUITMENT IN ORGANIZATIONS

Patricia is the Human Resource Manager of a large parastatal. She is expected to provide policy guidelines in all matters relating to human resource management. This includes hiring, training, promotions as well as separations. She is a long serving employee in the parastatal and has survived the murky waters of organizational politics.

The parastatal observes very high standards in the recruitment of employees and insists on a first degree as minimum qualification together with some professional qualifications for any management position. The parastatal actively supports individual efforts at self-development and promotes those who attain relevant credentials.

Like many parastatals, majority of employees are not able to identify their job description. There is need to rationalize staffing levels in the parastatals and Patricia is expected to undertake and complete the task. The rate of absenteeism is very high by the employees in the parastatal and Patricia has to save the situation

- a) What does Patricia need to do as the Human Resource Manager to avoid future redundancy? (5 marks)
 - b) Explain **FIVE** disadvantages of interviews as a method of selection. (5 marks)
 - c) Differentiate between job description and job specification. (5 marks)
 - d) Human Resource Planning (HRP) can help an organisation attain competitive advantage. Illustrate the rationale of HRP in an organization. (10 marks)
 - e) Examine the importance of induction to new employees in the organisation. (5 marks)
2. a) You have been appointed as a training and development manager of a highly competitive company which operates in Western County. The board of directors decided that you train all the employees to cope with emerging trends in the business environment. Discuss the three levels of need analysis in training. (10 marks)
- b) Discuss any **FIVE** factors that influence demand for labour. (10 marks)

3. a) Termination of employment brings to an end any employment relationships that may have existed between the employer and the employee. Explain **FIVE** reasons that would lead to termination of employment of an employee. (10 marks)
- b) Explain the importance of selection as a component of employee resourcing. (10 marks)
4. a) You are a Human Resource consultant in HRD. Justify the need of human resource development. (10 marks)
- b) Most organisations have embraced job analysis as an employee's resourcing tool. Explain **TEN** methods of job analysis. (10 marks)
5. a) Explain any **FIVE** factors affecting recruitment in our country. (10 marks)
- b) Discuss the characteristics of labour. (10 marks)

