



**The Co-operative University of Kenya**  
**END OF SEMESTER EXAMINATION DECEMBER-2019**

**EXAMINATION FOR THE DEGREE OF BACHELOR OF COMMERCE**

**UNIT CODE: BCHH 2301**

**UNIT TITLE: PROCUREMENT OF HUMAN RESOURCES**

**DATE: DECEMBER, 2019**

**TIME:**

**INSTRUCTIONS:**

- Answer question **ONE (compulsory)** and any other **TWO** questions

**QUESTION ONE**

Explain the following terms using the views of two scholars:

- a) Human Capital Planning
- b) Job Analysis
- c) Individual Specification

(10 marks)

**QUESTION TWO - Case study**

From the time Mutinda became the chief executive officer of Mwananchi in 2000 until he retired in 2010, reportedly because of ill health, he ruled the firm with an iron hand. Thanks to Mutinda's aggressive acquisition program, Mwananchi grew from a slow-moving moving soap company with annual sales of sh 2 billion into a high-rolling, sh 4 billion-a-year conglomerate. Mutinda was characterized by observers as a flamboyant man who loved the power and privileges associated with heading up a major corporation. Mutinda's flair for glamour and lover of sports led him to steer Mwananchi into sponsoring professional sporting event such as Nairobi Marathon championship. Unfortunately for Mutinda, Mwananchi's net profits and earnings per share didn't keep pace with the rapid increase in sales. Although Mutinda had occasionally talked of early retirement' his sudden resignation at the age of 40 in January 2010 came as a surprise to many. Mutinda's replacement was Bethy, Mwananchi's deputy CEO. Eventually, word got around that there was more to Mutinda's resignation than was originally apparent.

Dating back to 2011, selected members of Mwananchi's board of directors began to question Mutinda's management style, health status, acquisitions, and zealous interest in sports. Mutinda's cause was not helped by rumours about the recurrence of a drinking problem that was supposedly under control. But the presence of the board of a pair of aging supporters, S. Bethy, kept Mutinda's detractors in check. His attempt to improve the firm's earning by cutting advertising and research and development expenditures nonetheless, was a source of worry to Mutinda's critics on the board. And they didn't like the way Mutinda hoarded power by delegating as little as possible to crane and other Mwananchi executives. Mutinda's reluctance to share power not only stirred criticism from board members; it also drove some promising executives to search for better opportunities elsewhere. Board members began to wonder how Mutinda could devote so much personal attention to sports and still run his "one-man show." They concluded that he couldn't.

When S. Bethy died in late 2011, the board's sentiments shifted in favour of Mutinda's detractors. After Mutinda had cancelled an overseas business trip, passed up a number of meetings, and failed to show up at two board meetings in a row all because of ill health, the board decided it was time to let him go. In many respects, W. Lucy who had joined Mwananchi as an office girl at the age of 18, was Mutinda's opposite. To begin

with, Lucy was a low-key individual who shunned publicity. While compiling an enviable executive track record with Mutinda, Lucy had gained a reputation as a person who readily delegated to promising subordinates, and where as Mutinda relied heavily on intuition, Lucy preferred to sift through piles of information before making a decision. In fact, before becoming manager, Lucy would go to division meeting so well prepared that she could fire questions at her staff for hours. Lucy reportedly had little use for playing politics and was characterized as “ethical” by a colleague. Lucy’s tendency to push her people hard (but politely) made her extremely popular among co-worker. Not surprisingly, one of Lucy’s first moves as CEO was to carry out the board’s wish to sharply reduce Mwananchi’s professional sports sponsorship.

**Task**

a) Analyze critically the organization environment in view to HR basic operational principles exhibited in the case. (15 Marks)

B) Discuss various factor considerations you would take into account as change management expert in effecting changes at Mwananchi Company. (15Marks)

**QUESTION THREE**

‘Employee selection mirrors the organization’s employment policy intended to actualize organization objectives’ Discuss

(15 Marks)

**QUESTION FOUR**

Kenya Breweries has given you a contract of five years to improve job satisfaction among its employees. Discuss various strategies you will employ to actualize a fair recruitment policy aimed to improve employee productivity (15 Marks)

**QUESTION FIVE**

Write short notes on any **Two** of the following:

1. Job Description
2. Employee Orientation
3. Recruitment

(15 marks)