



The Co-operative University of Kenya

END OF SEMESTER EXAMINATION DECEMBER-2019

EXAMINATION FOR THE DEGREE OF BACHELOR OF CO-OPERATIVE

BUSINESS/COMMERCE

UNIT CODE: HCOB 2332

UNIT TITLE: HUMAN RESOURCE MANAGEMENT 11

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) HRM
- b) Performance Management
- c) Organization Culture

(10 marks)

QUESTION TWO

Case study 1

David Brooks Ltd was established in 2014 to provide clean and safe water to Nairobi. The company is characterized by the following features:

1. Has 6 employees
2. Engaged in expansion to other parts of the country
3. Has not paid corporate tax for the last 10 years
4. Embraces quality circles
5. Enjoys monopoly of 65-70%
6. Enjoys goodwill from the customers
7. Communication is done haphazardly
8. Embrace Team work and Team building activities
9. The CEO is surrounded by yes men
10. Labour turnover ranges from 5-11%
11. Management embraces military system of management.

Task

Critically analyze the position of the company using the SWOT analysis procedure

(30 Marks)

QUESTION THREE

“**Performance Appraisal** is a process by which **managers** and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organization” Discuss

(15Marks)

QUESTION FOUR

“Organization Learning is a process of actualizing organization objectives through embracing scientific, viable and logical environment” Discuss

(15 marks)

QUESTION FIVE

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

1. Job Design
2. Performance Management
3. Human Resource Process

(15 marks)