



The Co-operative University College of Kenya
(A Constituent College of Jomo Kenyatta University of Agriculture & Technology)

END OF SEMESTER EXAMINATION APRIL-2015

EXAMINATION FOR THE DIPLOMA IN CO-OPERATIVE MANAGEMENT
(DCM JAN 2015)

UNIT TITLE: HUMAN RESOURCE MANAGEMENT

DATE: 27TH APRIL, 2015

TIME: 9.00 A.M. – 11. 00 A.M.

INSTRUCTIONS:

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

QUESTION ONE

Mwakazi works as research and development manager in a manufacturing firm. He joined the firm five years ago as a research assistant. The organization for which Mwakazi works has a policy whereby vacant positions are filled from within the organization. Management relies on the outcome of performance appraisals to identify employees for promotion. The appraisals are carried out annually. The appraisal exercise of the organization has been awarding grades arbitrarily. Many of the employees have been awarded high grades even when their performance does not deserve high grades.

Early this year, the position of the head of the research and development department fell vacant and employees were encouraged to apply for the job. Mwakazi felt capable of performing the job he applied and was invited for an interview. Consequently he was awarded the promotion and took up the post of Head of research and development department. It has become apparent that Mwakazi is not very co-operative with staff in other departments in his own department he over delegates to his subordinates because he is incapable of handling the tasks involved in higher job. There have been occasions when assistant have not completed work to the satisfaction of management but when asked to explain. Mwakazi explains that employees know what is expected of them and they should therefore work for they are paid for it.

Required:

- (a) Outline FIVE guidelines that management should have followed to ensure the success of the performance appraisal. (5 marks)
- (b) Distinguish between personnel management and Human Resource Management. (4 marks)
- (c) State and explain any TWO objectives of human resource management. (4 marks)
- (d) Job analysis is a systematic exploration of the activities within a job. Illustrate FIVE ways of collecting job analysis data. (5 marks)
- (e) Internal recruitment provides possibilities for horizontal and vertical transfers within an organization. List any FOUR ways of internal sources of recruitment. (4 marks)
- (f) Discuss the following terms
 - i. Eustress and Distress (2 marks)
 - ii. Grievances and disputes (2 marks)

- iii. Collective bargaining (2 marks)
- iv. Placement and orientation (2 marks)

QUESTION TWO

- (a) Differentiate between recruitment and selection. (4 marks)
- (b) Discuss the steps involved in selection process (10 marks)
- (c) Trade unions are formed to protect and promote the interests of their members.
Discuss any THREE objectives of trade unions. (6 marks)

QUESTION THREE

- (a) The information generated by the job analysis is used as a basis of several interrelated personnel management activities. Explain any FIVE uses of job analysis. (10 marks)
- (b) Discuss the steps involved in job analysis. (10 marks)

QUESTION FOUR

- (a) Performance appraisal in any organization is undertaken to meet certain objectives.
State and explain the objectives of performance appraisal. (10 marks)
- (b) List any FIVE methods of performance appraisal. (5 marks)
- (c) Outline FIVE causes of disputes in an organization. (5 marks)

QUESTION FIVE

- (a) Satisfaction of lower needs reduce their importance as motivators but satisfaction of higher needs does not diminish their importance. Discuss Abraham Maslow's need of hierarchy as used in motivation. (10 marks)
- (b) State and explain the forms of industrial disputes. (10 marks)