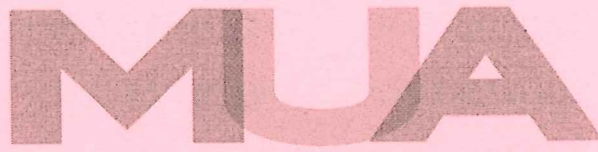


The
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DIPLOMA UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DIPLOMA IN MANAGEMENT AND LEADERSHIP

DML 101: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

DATE: 3RD DECEMBER 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and, answer the questions that follow:

TRAINING AND EMPLOYEE PERFORMANCE

Companies that invest in their employees' training and professional development expect a reasonable return on investment – and it's not repayment of the cost to send staff to workshops, seminars or reimbursement of job coaching services. Instead, the ROI employers seek is improved or sustained job performance. They expect an ROI because company leaders and their human resources management team understand the relationship between training and employee performance.

Training opportunities vary in terms of duration, types and purposes. Employee training ranges from new-hire orientation to on-the-job, experiential training for apprentices to off-site workshops and seminars. Employers cover the cost of training and professional development beyond new-hire orientation. In addition, some employers offer tuition reimbursement programs to employees, but in some instances, employees may have to cover their tuition costs, forfeit reimbursement or repay the company if they decide to ultimately leave the company, or if they do not earn passing grades in their college coursework.

Companies that make investments expect something in return – a return on investment for the money they spend on training their employees and supporting professional development for their staff. HR Technologist suggests four unique ways to measure an organization's ROI for investing in employee training.

Pre- and post-training assessments measure the effect that training has on their skill sets or capabilities. Data mining is another useful method for measuring the relationship between training and employee performance. Generally speaking, employees who spend more time in training or who devote time and energy to employer-provided training are likely to have improved performance.

Post-training evaluations such as surveys that ask employees how valuable they believe the training is are another way to measure the relationship between training and employee performance. Finally, assessing the level of engagement in the training

program may be effective in determining how receptive employees are to the employer-sponsored training. High engagement levels may suggest the employee is acquiring skills and best practices that he will use in performing his job duties.

With the exception of new-hire orientation, an employer can conduct a needs assessment to determine the type of training that employees require. A needs assessment could include an evaluation of the employee's current skill set, or a comparison of the employee's current skills to the skills she needs for a new position or to effectively perform her current job duties. When an employee moves into a new job with the company, the company may discover that training will facilitate a smooth transition into the new role.

Employers typically provide development opportunities to employees who demonstrate high potential for a long tenure with the organization. Developmental activities may include coaching, mentoring or seminars designed to prepare employees for larger roles within the organization. Like training, employee development is an investment in the employee's future. For development opportunities, the employee may be involved in identifying the types of opportunities she believes will prepare her for a leadership role or professional development that impacts her performance.

Required:

- a) Using the case above state five training and development methods that can be used to improve performance. (5 Marks)
- b) Suggest any five factors influencing training and development to the management in the above case. (5 Marks)
- c) Define compensation and distinguish between salaries and wages. (5 Marks)
- d) Justify five organizational factors influencing the determination of compensation of employees in the above case. (5 Marks)
- e) As an HR manager state and explain five objectives of performance management in an organization. (5 Marks)
- f) Explain five functions of a Human Resource department. (5 Marks)

QUESTION TWO

- a) List any five types of interviews for selection of suitable staff. (5 Marks)
- b) Determine any five approaches to job design. (5 Marks)

QUESTION THREE

- a) Analyze any six importance of training and development in a modern organization. (6 Marks)
- b) Describe four main roles that the human resource manager plays contributing to the organizational performance. (4 Marks)

QUESTION FOUR

- a) Using relevant examples state the main players in labour relations in Kenya. (7 Marks)
- b) Explain the following terms in relation to human resources management. (3 Marks)
 - i. Job analysis
 - ii. Job description
 - iii. Job specification

QUESTION FIVE

- a) Highlight any five characteristics of performance management. (5 Marks)
- b) Examine five Merits of Internal Sources of Recruitment. (5 Marks)

QUESTION SIX

- a) Identify five objectives of industrial relations in Kenya. (5 Marks)
- b) Discuss five challenges facing human resource managers due to workforce demographics and diversity. (5 Marks)