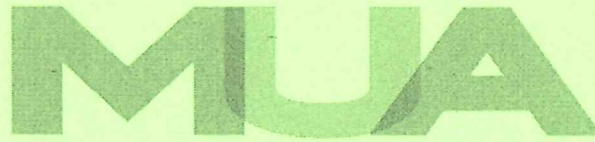


The
Management
University
of Africa



Sponsored by the Kenya Institute of Management

UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND
LEADERSHIP/ BACHELOR OF ARTS IN DEVELOPMENT
STUDIES/ BACHELOR OF COMMERCE/ BACHELOR OF
EDUCATION ARTS

BML 105/BCM 213/BDS 303/HRM 332: HUMAN RESOURCE MANAGEMENT

DATE:

12TH AUGUST 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 **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the case below and then answer the questions that follow

KCB LOSES 861 WORKERS IN BANKING'S YEAR OF TURMOIL

Kenya's largest bank by assets KCB last year suffered the highest staff attrition rate in five years having lost 861 employees or nearly four times the previous year's exits, a newly released report says. KCB says in its latest sustainability report, covering 12 months to December 2017, that staff attrition rate hit 10 per cent up from the previous year's six per cent despite employee satisfaction rate remaining flat at 85 percent for the second year in a row.

KCB hired 144 new employees, or less than a fifth of the number that left, reducing the bank's total headcount to 6,483 -- the lowest in four years. Last year was one of the banking sector workers' most tumultuous when the industry shed a total of 2,792 jobs, according to the Central Bank of Kenya. KCB's exits deepened with the Sh2 billion early retirement programme that sent home 316 employees. This restructuring has, however, paid off in the first nine months of this year, having slashed the bank's staff costs by Sh1.02 billion. The 2017 staff exits were also expedited by dismissals related to fraud at KCB. **The bank says it aims to retain employees who uphold themselves to the highest corporate governance standards.** The group dismissed 34 employees in fraud-related cases, the highest since 2013. The number of staff trained on cyber security in 2017 stood at 1,545, even as the average training days per employee for all programmes dropped to 7.1 down from 8.3 in 2016. KCB acknowledges that though technology has simplified processes, it has also brought with it security-related challenges that need to be addressed to boost investor and customer confidence.

KCB's 2016 staff engagement survey showed that 62 per cent of employees felt favourably toward their career development within the group, 21 per cent felt neutral, while 17 per cent were unfavourable. "Since that time, the group has worked to address some of these concerns to provide development and career

opportunities by helping develop career paths and development options for employees in various roles," the bank says.

Adapted from patrick alushula monday, november 19, 2018

Required:

- a) Discuss three causes of labour turnover in the case of KCB (9 marks)
- b) Evaluate three HR functions that are presented in the case (6 marks)
- c) Examine five benefits that are likely to accrue from the career development opportunities at KCB (10 marks)

QUESTION TWO

- a) Examine what managers should do to enhance the contribution and implementation of human resource planning in an organization. (10 marks)
- b) In order for the human resource policies to succeed, managers must ensure maximum consultations and communications among those involved. Evaluate the essence of this, citing all the stakeholders that must be involved (5 marks)

QUESTION THREE

- a) Evaluate five factors to consider when choosing a selection method to use in employee resourcing (10 marks)
- b) Explain five contributions of the Performance management function in development related work. (5 marks)

QUESTION FOUR

- a) In carrying out development related work, it has become increasingly important to emphasize on the need for a safe and secure work place. Using relevant examples, explain the five duties that are imposed upon the employer towards this end. (10 marks)

- b) Explain five ways through which one can manage people effectively
(5 marks)

QUESTION FIVE

- a) Describe the steps in strategic management process (10 marks)
- b) As a development specialist, justify the practice of human resource training and development (5 marks)

QUESTION SIX

- a) Organizations devise reward systems for their employees for varied reasons. Discuss five objectives of reward systems (10 marks)
- b) Explain five types of training that can be carried out in an organization. (5 marks)