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University Examinations 2015/2016

SECOND YEAR, FIRST SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT OPTION)

BFA 5243: PROCUREMENT AND DEVELOPMENT OF HUMAN RESOURCE

DATE: NOVEMBER 2015

TIME: 3 HOURS

INSTRUCTIONS: Answer question *one* and any other *three* questions

QUESTION ONE (15 MARKS)

Read the case study and answer the questions that follow

Makena has been a data processing supervisor for two years. She is in process of selecting a candidate for a programmer trainee position she has created. Her plan is to develop the trainee into a system analyst within two years. Since this is a fast track, she needs a candidate whose aptitude and motivation is high.

Fourteen candidates applied for the job in the employment section of the human resource department.

Six were women, eight were men. An employment specialist screened the candidates for Makena using a carefully prepared interview format that included questions to determine job related skills. Six candidates, three women and three, men were referred to Makena.

Makena then conducted structured in-depth interviews and further narrowed the selection to one woman and two men. Her boss a company, vice-president agrees with her judgement after hearing Makena's description of the candidates'. However, Makena's boss feels particularly unsure of the abilities of the female candidates. From the selection interview, past job experience and education, there is no clear indication of the ability to perform the job. The vice president is insistent that Makena should screen the candidates with a programmer aptitude test devised by a computer manufacturing

firm. The test had been given four years ago and some of the most successful current analysis had scored high on it.

Makena went to the human resource department and asked them to administer the test to the questionable candidate. The human resource manager informed her that the company policy had been to do no testing of any kind during the last two years. Makena explained that the request had come from a vice-president and asked that she be given a decision on her request by Friday.

- a) Identify and evaluate the stages of the selection process reflected in the case (4 Marks)
- b) If you were Makena, What would you do? (3 Marks)
- c) Suggest a selection process which such organizations as that of Makena could adopt easily. (8 Marks)

QUESTION TWO (15 MARKS)

If you were to advice the Human Resource department of a medium –sized company which is engage in manufacturing and marketing consumer and non durable products, what steps will you follow to prepare a training package and why? What criteria would use to evaluate a training programme?

(15 Marks)

QUESTION THREE (15 MARKS)

A multi –unit manufacturing and marketing company recruits about 35-40 employees at different levels every year. What steps and methods would you suggest to the company so that it is able to attract suitable candidates to be employed at different levels in the organization.

QUESTION FOUR (15 MARKS)

Why would organizations engage in Human Resource planning? Illustrate with examples the process of Human resource planning at the enterprise level.

QUESTION FIVE (15 MARKS)

Differentiate between job analysis and the job description. Illustrate with appropriate examples how these tools are used for managing human resources.

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