

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

**EXAMINATIONS FOR THE AWARD OF DEGREE
OF BACHELOR OF SCIENCE IN ANIMAL SCIENCE**

AGEC 332: HUMAN RESOURCE AND INDUSTRIAL RELATIONS

STREAMS: BSC (ANSC)

TIME: 2 HOURS

DAY/DATE: WEDNESDAY 15/4/2015

11.30 A.M. – 1.30 P.M.

Instructions: Answer question One (compulsory) and any other two. Question One carries 30 Marks and the rest 20 marks each. Don't write anything on this question paper.

QUESTION ONE (COMPULSORY CASE STUDY)

You are the recently appointed Chief Executive Officer (CEO) of Jasho Farmers Choice Ltd, which is located in Nairobi City County. The company specializes in crop and pig production and is made up of various operating units. These operating units are Production Division, Finance Division, Marketing Division, Operations Division and Health Care Division. All these divisions are headed by general managers who are served by several officers under them.

The organization has been quite successful in the past, given that for a period of about three years it has earned profits amounting to Ksh 2.5 billion. However, with the changing times, it has been realized that the company sales has been going down, and last year, this greatly affected the earnings per share.

The Board of Directors has ordered a probe into the affairs of the company to find out the causes of decline in performance. One of the revelations after the probe was that the decline was due to poor quality of goods and services. It also revealed that the country's state of economy had reduced the purchasing power of the people. Further it was also noted that the production cost for the company was very high; this was due to use of old machines, which needed constant repairs and expensive labor force that has never been retained.

The probe committee was also informed that since the company started talking of rationalization and streamlining of activities, many workers' morale had been affected and this was evident in various ways.

There have been a bigger number of people attending the Health Clinic than before, while a number of workers have been reported absent for various reasons. Many workers have also been arriving at work late while others are resigning despite the efforts made to replace them. In general the working morale has been very low.

As Chief Executive of the company you realize that there are a number of things that need to be done if the company will survive in the difficult economy.

REQUIRED:

- (a) Discuss the managerial problems this company is facing and possible solutions. [10 marks]
- (b) Explain the possible aims of conducting human resource planning in this company. [10 marks]
- (c) Explain the human resource management practices that may have direct impact on this company's profits. [10 marks]

QUESTION TWO

- (a) An Association of Kenya Agricultural Research Institutions (AKARI) has invited you to present a paper on human resource management functions and activities at their annual dinner. Discuss the contents of such a document. [12 marks]
- (b) Discuss the main factors influencing employee pay in agricultural sector in Kenya. [8 marks]

QUESTION THREE

Mtalii Conservancy, Non-Governmental Organization (NGO) that manages several eco-tourism sites, in the country has decided to develop job descriptions for all her employees.

- (a) Critically analyze the importance of such an exercise. [12 marks]
- (b) Discuss the merits and demerits of job rotation approach to job design at Mtalii Conservancy. [8 marks]

QUESTION FOUR

- (a) Discuss the functions and objectives of trade unions in Kenya. [8 marks]
- (b) Elucidate the pre-requisites for successful collective bargaining [6 marks]
- (c) Explain grievance handing procedure in an organization. [6 marks]