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**University Examinations 2014/2015**

FIRST YEAR SECOND SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

**BFA 5178: HUMAN RESOURCE MANAGEMENT**

**DATE: AUGUST 2015 TIME: 3HOURS**

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

**QUESTION ONE (15 MARKS)**

Read the case study below and answer the questions that follow;

**Senior (HR) XYZ Company Speaks on Recruitment trends at her company**

Our recruitment process is aligned to business requirements. One of the key factors we look for in prospective employees is what we refer to as learn-ability-the ability to derive generic experiences and apply the learning to new situations. Some of the other qualities we look for includes analytical ability, teamwork and leadership potential, communication and innovation skills with a practical and structured approach to problem solving. We also place importance on professional competence and academic excellence.

Typically about 75% of our recruits are fresh graduates who are hired from various campuses as well as off campus recruitment initiatives. The selection process for fresh graduates is a combination of resume screening, written test on analytical thinking, logical reasoning and communication and personal interview for experienced hires. XYZ, follows a competency-based recruitment philosophy, where in all the steps starting with requirement definition to the final selection, maps onto a role and competency matrix. All processes are geared to achieve our objectives of attracting and selecting the best and the brightest talents while ensuring a best fit of the profiles. The characteristics we look for while hiring are; the person should be hungry for success and have a risk-taking capacity. He or she must also be able to “think out of the box”, team player and have a cosmopolitan outlook.

1. Describe the recruitment ideology of the XYZ Company (5 Marks)
2. Interview is one of the selection tool XYZ company uses. Discuss any five (5) ways that XYZ can make its interviewing process effective (5 Marks)
3. Discuss the advantages that XYZ Company enjoys from having a competency based recruitment policy (5 Marks)

**QUESTION TWO (15 MARKS)**

The scope of human resource planning extends beyond identifying the number of people required. Discuss different action plans based on human resource planning exercise in an organization (15 Marks)

**QUESTION THREE (15 MARKS)**

“It is often said that the first years of the organization employment can either be very frustrating or very satisfying for the new employees “Elucidate with reference to the objectives and the advantages of a well designed orientation programme (15 Marks)

**QUESTION FOUR (15 MARKS)**

Performance appraisal is an integral part of performance management. Interestingly the organization and the employees expect to derive different benefits from the performance appraisal system. Identify the major objectives of the performance appraisals from both employees and employers perspective and explain with examples how they can be achieved (15 Marks)

**QUESTION FIVE (15 MARKS)**

Discuss causes of industrial accidents and by use of relevant examples suggest measures an organization can take to minimize these accidents (15 Marks)