



GARISSA UNIVERSITY

UNIVERSITY EXAMINATION **2017/2018** ACADEMIC YEAR **FOUR**
FIRST SEMESTER EXAMINATION

SCHOOL OF BUSINESS AND ECONOMICS

FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT

COURSE CODE: BBM 477

COURSE TITLE: HUMAN RESOURCE DEVELOPMENT

EXAMINATION DURATION: 3 HOURS

DATE: 08/12/17

TIME: 2.00-5.00 PM

INSTRUCTION TO CANDIDATES

- The examination has SIX (6) questions
- Question ONE (1) is COMPULSORY
- Choose any other THREE (3) questions from the remaining FIVE (5) questions
- Use sketch diagrams to illustrate your answer whenever necessary
- Do not carry mobile phones or any other written materials in examination room
- Do not write on this paper

This paper consists of FOUR (4) printed pages

please turn over



QUESTION ONE (COMPULSORY)

CASE STUDY

Supreme Engineering Limited was engaged in light engineering manufacturing both customized products as well as standardized products. It had a workforce of 5000 personnel of different categories. Each major function was headed by chief manager concerned. The human resource functions were directly under the control of chief manager-Personnel. The company has undertaken human resource planning in an integrated way with a view to provide the right number of employees with the right talents and skills at the right time to perform activities for achieving organizational objectives. For this purpose the company used to prepare human resource plan at the corporate office level. For manning various positions in engineering the company adopted the policy to recruit directly at two levels, engineering graduates as engineer trainees and engineering diploma holders as chief draftsman / junior engineers. The engineer trainees used to absorb as assistant engineers after one year of training .The Company also adopted the practice of filling half of the positions of assistant engineers from internal promotes generally form draftsmen / junior engineers while other half was used to be filled through engineer trainees. Generally, a junior engineer used to promote as assistant engineer after 4-5 years of service. In order to assess its manpower needs the company used to consider the following factors:

- Corporate growth plan
- Actual positions sanctioned in a category
- Actual number of persons available
- Number of persons to be promoted to and from that category
- Employee turnover and retirement
- Surplus of employees if any
- Any other special consideration
- Details of previous recruitment and selection

The personnel department of the company used to compile the information from its four manufacturing units as well as five zonal marketing offices. The information about the corporate growth plan was collected directly from the corporate office. The compiled information was analyzed and actual number of vacancies to be filled up by direct recruitment was worked out. Thereafter the Recruitment Process was initiated



Ser. No. BBM 066/17

An advertisement was inserted for 12 positions of engineer trainees and applications were called for. The company called the applicants for interview at its corporate office. One day prior to the interview one of the outside interviewers paid a courtesy call to the chief manager personnel .Before that he did not see the relevant papers for the number of recruits.

He called on these papers .On perusal he found that the number vacancies were overestimated and the actual requirement was much lower. He felt that if all the 12 positions were filled up it would create discontentment among the existing staff as they would perceive reduced chances of their promotion...The assistant personnel manager offered an explanation that the number of vacancies has been worked out as follows:

- Sanctioned posts 40
- Actual employed 34
- To be promoted upward 6
- To be promoted form below 10
- Expected turnover 8
- Actual requirement 10
- 20 % additional 2
- To be recruited 12

The chief manager personnel did not feel convinced with the Figures and pointed out that only eight engineers were recruited last year

QUESTIONS

- (a) Elucidate the problem of this case **[5 marks]**
- (b) What were the reasons for such a situation in the company **[5 marks]**
- (c) How effective was the human resource planning in the company **[5 marks]**
- (d) What steps chief managers personnel should take in the matter **[5 marks]**
- (e) Should he cancel the entire recruitment process and go for a fresh Look at the human resource planning or let the process and go as it is and face the problem of overstaffing later **[5 marks]**
- (f) Suggest measures for improving human resource planning in the Company **[5 marks]**



QUESTION TWO

- (a) Discuss the various features of human resource development. [10 marks]
- (b) What is professional management? State its features. [5 marks]

QUESTION THREE

- (a) Explain briefly the recent trends in human resource development. [5 marks]
- (b) Highlight five advantages of human resource development. [10 marks]

QUESTION FOUR

- (a) Describe the scope of human resource development and the aspects it covers. [10 marks]
- (b) Clearly outline the various areas covered by human resource development. [5 marks]

QUESTION FIVE

Write short notes on:

- i. Computer applications [5 marks]
- ii. Man power planning [5 marks]
- iii. Morale [5 marks]

QUESTION SIX

- (a) Explain the nature and advantages of professional management. [7 marks]
- (b) Which are the needs of human resource development programmes [8 marks]

