



OFFICE OF THE DEPUTY PRINCIPAL

ACADEMICS, RESEARCH AND STUDENTS' AFFAIRS

UNIVERSITY EXAMINATIONS

2018 /2019 ACADEMIC YEAR

FIRST YEAR SECOND SEMESTER REGULAR EXAMINATION

FOR THE DEGREE OF BACHELOR OF HOTEL AND HOSPITALITY MANAGEMENT

COURSE CODE: BHM 114

COURSE TITLE: PRINCIPLES OF MANAGEMENT

DATE:18/4/19

TIME: 9.00-12.00AM

INSTRUCTION TO CANDIDATES

- SEE INSIDE



THIS PAPER CONSISTS OF 4 PRINTED PAGES

PLEASE TURN OVER

INSTRUCTIONS TO CANDIDATES

- Answer Question **ONE** and any other **TWO** questions
- Question **ONE** carries 30 marks
- Do not write on the question paper

QUESTION ONE

Busiamart has been a competitive supermarket in Kenya. The Board of management has noticed some troubling human resource management issues. You are brought in as an expert in human resource management issues.

- (a) You decide to talk to the middle level managers on managerial functions.
- (i) Define planning and describe it as a function of human resource management (2 marks)
 - (ii) Explain any **four** limitations of human resource planning (8 marks)
- (b) Explain **four** decisional role managers undertake in performing their duties. (4 marks)
- (c) Discuss any **four** challenges of modern Human Resource Management (8 marks)
- (d) It is agreed that the supermarket is experiencing overstaffing. Explain any **four** alternative course of action that can be taken to solve this problem. (4 marks)
- (e) The supermarket needs to hire a new human resource manager. Highlight any **four** qualities Busiamart should be looking for in the candidates to fill the position. (4 marks)

QUESTION TWO

Easy Meubles is a private limited company that manufactures furniture in Kenya. The business has recently had financial problems as profits have dwindled substantially. The management thinks that this has been caused largely by human resource management issues and therefore important decisions needed to be made to solve this problem. The management is thinking about making some sales employees redundant as they believe they lack the capacity to keep with the pace in production on the modern competitive designs.

- (a) Assuming you are the human resource manager and you are required to hire a new crop of production staff. Giving clear reasons suggest any **three** selection tests that you think will be appropriate during the recruitment process. (3 marks)
- (b) As a human resources manager the Easy Meubles CEO advises that the new team must be recruited from external sources. Describe to the management any **five** external sources of recruitment that you may use. (5 marks)

(c) You are asked by the CEO to conduct a training needs analysis for the production department in order to identify gaps between skills needed and those possessed by production personnel. State any **four** types of needs analyses that can be employed to help identify these gaps.

(4 marks)

(d) The CEO further asks you to come up with appropriate compensation scheme for the production team that will be recruited. Discuss any **four** external factors that may influence the choice of scheme you will adopt.

(8 marks)

QUESTION THREE

You are invited to a Busia County human resource managers' forum as an expert in human resource management. In the process of interaction you realize that some of them have never seen the need to motivate their workforce.

(a) Define employee motivation and state any **three** objectives of motivating employees' to the human resource managers attending the forum.

(4 marks)

(b) Describe any **four** ways a human resource manager can motivate employees to the attendees.

(8 marks)

(c) Clearly describe the Vroom's Expectancy Theory of motivation to the human resource managers.

(5 marks)

(d) State any **three** roles human resource managers play in motivating employees.

(3 marks)

QUESTION FOUR

Henry Fayol (1841-1925) is often regarded as the father of modern management theory. On the basis of his personal experience, he developed fourteen (14) principles of management.

(a) Explain **ten** Henry Fayol's principles of human resource management

(10 marks)

(b) Explain any **five** ways these Fayol's principles are applicable in organization's management today.

(10 marks)

QUESTION FIVE

You are a key note speaker at the annual Busia County human resource conference. Most of the attendees are new to human resource management practice and seem to struggle with administrative and legal issues.

(a) (i) Define employee relations as used in human resource management.

(2 marks)



- (ii) Other than government, name any **three** parties to Industrial Relations to the attendees
(3 marks)
- (b) State to the human resource managers any **five** issues an employee relations policy should have
(5 marks)
- (c) Discuss any **five** causes of poor industrial relations.
(5 marks)
- (d) Explain to the human resources managers any **five** factors that the HR manager should consider before sacking employees.
(5 marks)
