



# **GRETSA UNIVERSITY - THIKA**

**UNIVERSITY EXAMINATIONS  
JANUARY - APRIL 2021 SEMESTER**

## **CERTIFICATE IN BUSINESS MANAGEMENT**

**COURSE CODE: CIHR 001**

**COURSE TITLE: FOUNDATIONS OF HUMAN RESOURCE  
MANAGEMENT**

**DATE: 12 MAY 2021**

**TIME: 11:30 AM – 1:30 PM**

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### **INSTRUCTIONS TO CANDIDATES**

1. SECTION A IS **COMPULSORY**.
2. SECTION B: ANSWER ANY OTHER **THREE** QUESTIONS.
3. **DO NOT** WRITE ANYTHING ON THIS QUESTION PAPER AS IT WILL BE AN EXAM IRREGULARITY.
4. ALL ROUGH WORK SHOULD BE AT THE BACK OF YOUR ANSWER BOOKLET AND CROSSED OUT.

**CAUTION:** All exam rooms are under CCTV surveillance during the examination period.

## **SECTION A: COMPULSORY**

### **QUESTION ONE**

Organizational behaviour is a combination of responses to external and internal stimuli by a person as an individual or as a part of a group. This is a brief introductory tutorial that explains the methodologies applied in the rapidly growing area of organizational behaviour in an organization.

- a) Explain the importance of studying Organisational Behaviour (OB). **[10 Marks]**
- b) Enumerate factors that affect OB. **[10 Marks]**
- c) Discuss the scope of OB. **[10 Marks]**
- d) Nature of organization states the motive of the firm. It is the opportunities it provides in the global market. State factors that affect the nature of organization in OB. **[10 Marks]**

## **SECTION B: ANSWER ANY THREE QUESTIONS**

### **QUESTION TWO**

- a) Define Strategic Human Resource Management (SHRM). **[2 Marks]**  
To work with people effectively, we have to understand human behaviour, and we have to be knowledgeable about the various systems and practices available to assist us build a skilled and motivated people. Discuss four benefits of studying human resource management. **[8 Marks]**
- b) The first workshop of HRD was held in 1979. A National HRD Network has been established in 1985. Now several public and private sector organizations have HRD department and HRM managers. Explain the need for Human Resource Development. **[10 Marks]**

### **QUESTION THREE**

Drawing on the theoretical underpinnings of HRM in strategic management and organisation behaviour, the goals of HRM have been identified as to (Armstrong and Taylor, 2015).

- a) Discuss the functions of a HRM manager. **[10 Marks]**
- b) The Chartered Institute of Personnel and Development commissioned research (Purcell et al, 2003) to identify which HR practices appear to contribute most to improved productivity. Explain those factors. **[10 Marks]**

### **QUESTION FOUR**

In some organisations a HR strategy may exist without necessarily being deliberate or even written down. It may simply exist in the collective minds of the relevant people. However, obviously this is something of a precarious situation and most organisations evolve to a situation

whereby their strategy is somewhat more deliberate and planned, while also being responsive to changing circumstances and the environment.

- a) Using a diagram explain the stages involved in formulating a HR strategy. **[10 Marks]**
- b) State the advantages of HR Strategy. **[10 Marks]**

### **QUESTION FIVE**

An ongoing challenge for the HR profession has been the need to prove that good HR practice, in addition to being something that it is good to do, contribute to better organisation performance. This is necessary to prove that HR rather than representing a cost to the organisation 'adds value'. Thinking in this regard is based on the premise that good HR practices enhance the motivation and commitment of staff which in turn impacts positively on productivity and performance.

- a) Discuss the impact of HRM on organisation performance. **[10 Marks]**
- b) Describe the importance of monitoring employee performance. **[10 Marks]**