GRETSA UNIVERSITY - THIKA

UNIVERSITY EXAMINATIONS

JANUARY - APRIL 2026 SEMESTER

BACHELOR OF COMMERCE/ HOSPITALITY AND LEISURE STUDIES/BACHELOR OF ARTS IN PUBLIC ADMINISTRATION AND GOVERNANCE/BACHELOR OF EDUCATION (ARTS)

COURSE CODE: BCHR 200

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

DATE: APRIL 2026 **TIME: 2 HOURS**

INSTRUCTIONS TO CANDIDATES

1. SECTION A IS **COMPULSORY.**
2. SECTION B: ANSWER ANY OTHER **TWO** 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 (30 MARKS)

Talento Manufacturing Ltd is a fast-growing medium-sized company operating in Kenya. Over the past three years, the company has expanded rapidly due to increased demand for its products. However, the Managing Director has noticed several HR-related challenges: High employee turnover, especially among skilled technicians; Poor performance appraisal systems that employees consider biased; Rising workplace conflicts and grievances between supervisors and junior staff; Lack of structured training and career development programs; Difficulty attracting qualified candidates despite advertising vacancies; and Increased workplace stress and reported cases of burnout.

The company has recently decided to align its HR practices with its strategic objective of becoming a market leader through innovation and sustainability.

Required:

a) Explain **FOUR (4)** key functions of Human Resource Management that are currently weak at Talento Manufacturing Ltd. **[8 Marks]**

b) Explain **THREE (3)** possible causes of high employee turnover in the organization and suggest **THREE (3)** appropriate retention strategies. **[6 Marks]**

c) Describe **TWO (2)** performance appraisal methods that the company could adopt and explain how each would improve fairness and accountability. **[5 Marks]**

d) Describe **FOUR (4)** steps involved in manpower planning that would help the company address its staffing challenges. **[4 Marks]**

e) Discuss **TWO (2)** legal or employee relations issues that may arise from poor grievance handling and disciplinary procedures. **[4 Marks]**

f) Suggest **THREE (3)** strategic HRM initiatives the company can implement to align HR with its goal of innovation and sustainability. **[3 Marks]**

SECTION B: ANSWER ANY TWO QUESTIONS

QUESTION TWO (20 MARKS)

a) Explain **FIVE (5)** major differences between Human Resource Management and Personnel Management. **[10 Marks]**

b) Discuss **FIVE (5)** emerging trends in Strategic Human Resource Management and evaluate their implications for modern organizations. **[10 Marks]**

QUESTION THREE (20 MARKS)

a) Describe **FOUR (4)** internal sources and **FOUR (4)** external sources of recruitment. **[8 Marks]**

b) Explain **FOUR (4)** advantages and **FOUR (4)** disadvantages of internal recruitment. **[8 Marks]**

c) Describe **FOUR (4)** elements of a strong Employee Value Proposition (EVP) that can enhance employer branding. **[4 Marks]**

QUESTION FOUR (20 MARKS)

a) Explain **FIVE (5)** principles of effective performance management systems. **[10 Marks]**

b) Discuss **FIVE (5)** key components of compensation and benefits systems and explain how organizations ensure equity and competitiveness. **[10 Marks]**

QUESTION FIVE (20 MARKS)

a) Describe **FIVE (5)** key steps in job analysis and job design. **[10 Marks]**

b) Discuss **FIVE (5)** workplace safety and diversity management strategies that organizations can implement to promote employee wellbeing and inclusion. **[10 Marks]**