



# MACHAKOS UNIVERSITY

University Examinations for 2020/20201 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

SECOND YEAR SECOND TERM EXAMINATION FOR

CERTIFICATE IN HUMAN RESOURCE MANAGEMENT

1908/201: PRACTICES OF HUMAN RESOURCE MANAGEMENT

DATE: 3/6/2021

TIME: 8.30-11.30 AM

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## INSTRUCTIONS:

- ❖ ANSWER *ALL* THE QUESTIONS IN SECTION A AND ANY FOUR IN SECTION B
  - ❖ ANSWER ALL QUESTIONS IN THE ANSWER BOOKLET PROVIDED
  - ❖ ALL QUESTIONS TO BE ANSWERED IN ENGLISH
- SECTION A (32 MARKS)**

1. Identify three methods that may be used in forecasting manpower needs in an organization. (3 marks)
2. Identify three characteristics of manpower planning. (3 marks)
3. Identify the limitations of personal interview as a method of job analysis. (3 marks)
4. Kazuri has been invited for an interview in a certain organization. Outline three ways through which she may prepare for the interview. (3 marks)
5. Highlight three indicators of a staff induction programme. (3 marks)
6. Highlight three limitations of diary method in manpower forecasting. (3 marks)
7. Describe three characteristics that an effective employee recruitment programme should possess. (3 marks)
8. Explain three challenges that an organization might face as a result of dealing with young employees fresh from college. (3 marks)
9. Highlight four sources of internal recruitment. (4 marks)
10. Highlight four benefits that may accrue to an organization that has clearly outlined job specifications for its employees. (4 marks)

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**SECTION B (64 MARKS)**

11. Outline four external factors that may influence the recruitment process in an organization. (8 marks)
12. Give four reasons that make it necessary for an organization to train its employees.(8 marks)
13. State these types of training that may be carried out in an organization. (8 marks)
14. Most organizations request their potential employees to undergo a medical test.
15. Highlight four reasons that make it necessary. (8 marks)
16. Explain four circumstances under which an organization may use an organization may use an employment bureau to recruit staff. (8 marks)
17. Highlight four negative consequences of poor placement of employees in an organization. (8 marks)
18. explain four preparations that should be made before carrying out an employee induction exercise. (8 marks)
19. Describe the need for manpower planning. (8 marks)



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**University Examinations for 2020/20201Academic Year**

**SCHOOL OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**SECOND YEAR SECOND TERM EXAMINATION FOR**

**DIPLOMA IN HUMAN RESOURCE MANAGEMENT**

**2908/201: THEORY AND PRACTICES OF HUMAN RESOURCE MANAGEMENT**

**DATE: 3/6/2021**

**TIME:8.30-11.30 AM**

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## **INSTRUCTIONS:**

### **ANSWER ALL THE QUESTIONS**

1. Explain five circumstances under which a human resource manager may find it appropriate to adopt the peer performance appraisal. (10 marks)
2. Explain five factors that should be considered when designing a training programme for employees in an organization. (10 marks)
3. Highlight five measures that a human resource manager should take to ensure effective performance appraisal in an organization. (10 marks)
4. Outline five benefits of using mentoring as a method for training employees in an organization (10 marks)
5. Describe the procedure to be followed when conducting performance appraisal (10 marks)
6. Highlight five circumstances when a trainer may find it appropriate to use the lecture method of training employees in an organization. (10 marks)
7. Outline five measures that a human resource management should take to eliminate the halo effect while carrying out employee performance appraisal (10 marks)
8. Highlight five ways in which a human resource manager may identify the training needs of employees. (10 marks)
9. Highlight the benefits that accrue to an organization that trains its employees. (10 marks)
10. Explain the benefits of using management by objectives (MBO) as a technique for appraising employee performance. (10 marks)

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# **MACHAKOS UNIVERSITY**

**University Examinations for 2020/2021 Academic Year**

**SCHOOL OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**THIRD YEAR SECOND TERM EXAMINATION FOR**

**DIPLOMA IN HUMAN RESOURCE MANAGEMENT**

**2908/301: ORGANIZATIONAL THEORY AND BEHAVIOUR**

**DATE: 7/6/2021**

**TIME: 8.30-11.30 AM**

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## **INSTRUCTIONS:**

**❖ ANSWER ALL THE QUESTIONS**

**❖ ANSWER ALL QUESTIONS IN THE ANSWER BOOKLET PROVIDED**

1. Explain ways in which employees may minimize their perceptual distortions. (10 marks)
2. Outline five disciplines that have contributed to the understanding of organizational behaviour. (10 marks)
3. Interdependence among groups may be classified into various categories. Explain four such categories. (8 marks)
4. Employees working in the same place may exhibit, as individual's different behaviour. Explain five factors that may account for such differences. (10 marks)
5. Explain six circumstances that may lead to the breaking up of a group. (12 marks)
6. Outline five ways through which a manager may ensure effective inter group cooperation in an organization. (10 marks)
7. Explain the process of group formation (10 marks)
8. Highlight five salient features of informal groups. (10 marks)
9. Identify five ways through which a manager should undertake a smooth change of attitude among employees. (10 marks)
10. Explain five challenges that people face when they fail to join groups. (10 marks)

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# **MACHAKOS UNIVERSITY**

**University Examinations for 2020/20201 Academic Year**

**SCHOOL OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**SECOND YEAR SECOND TERM EXAMINATION FOR**

**CERTIFICATE BUSINESS MANAGEMENT**

**PROCUREMENT**

**SUPPLY CHAIN MANGEMENT**

**ECONOMICS**

**DATE: 11/6/2021**

**TIME: 8.30-11.30 AM**

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## **INSTRUCTIONS:**

**❖ ANSWER ALL THE QUESTIONS**

**❖ ANSWER ALL QUESTIONS IN THE ANSWER BOOKLET PROVIDED**

1. Outline four factors that may account for the shift in the supply curve. (8 marks)
2. State two factors that constitute effective demand. (4 marks)
3. Highlight four factors of production with their corresponding rewards. (8 marks)
4. Describe three types of commodities that have an upward sloping demand curve. (6 marks)
5. Explain four natural commodities that may reduce the supply of agricultural commodity. (8 marks)
6. Outline the advantages of a planned economy. (8 marks)
7. Explain the following concepts as used in economics.
  - i. Scarcity (2 marks)
  - ii. Choice (2 marks)
  - iii. Opportunity cost. (4 marks)
8. Use the schedule below to illustrate the following:
  - i. Demand curve (2 marks)
  - ii. Supply curve (2 marks)

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iii. The equilibrium quantity

(3 marks)

iv. The equilibrium price

(3 marks)

<b>PRICE</b>	<b>DEMAND</b>	<b>SUPPLY</b>
50	10	70
45	20	60
40	30	50
35	40	40
30	50	30
25	60	20
20	70	10

9. Define the following terms:

i. Goods

(2 marks)

ii. Services

(2 marks)

iii. Price

(2 marks)

10. Give the meaning of the following terms

i. Demand

(2 marks)

ii. Supply

(2 marks)



# MACHAKOS UNIVERSITY

University Examinations for 2020/2021 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

FIRST YEAR FIRST TERM EXAMINATION FOR

CERTIFICATE IN BUSINESS MANAGEMENT

1906/101: FUNDAMENTALS OF MANAGEMENT AND ENVIRONMENT

DATE: 9/6/2021

TIME: 8.30-11.30 AM

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## INSTRUCTIONS:

- ❖ ANSWER ALL THE QUESTIONS IN SECTION A AND ANY FOUR IN SECTION B
- ❖ ANSWER ALL QUESTIONS IN THE ANSWER BOOKLET PROVIDED
- ❖ ALL QUESTIONS TO BE ANSWERED IN ENGLISH

### SECTION A (32 MARKS)

1. Explain three benefits that may be obtained by an organization from effective planning. (3 marks)
2. Highlight two functions that the top level of management may perform in order (2 marks)
3. Outline three activities carried out by the lower-level management (3 marks)
4. List four economic factors within the environment likely to affect operations of a business organization. (4 marks)
5. Give three characteristics of management. (3 marks)
6. Describe four types of skills that a manager should possess. (4 marks)
7. State three objectives of management (3 marks)
8. Explain meaning of
  - i. Conceptual skills (2 marks)
  - ii. Design skills. (2 marks)
9. Explain three interpersonal roles of a manager in an organization. (3 marks)
10. Highlight three principles of management according to Henry Fayol (3 marks)

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**SECTION B (68 MARKS)**

11. a) Explain four ways in which scientific management affects selection of Employees at work (8 marks)
- b) Describe the limitations of applying the classical approach to management (9 marks)
12. a) Outline four limitations of division of work. (8 marks)
- b) Some organizations may be reluctant to apply the bureaucratic approach to management in its activities Highlight six such reasons that may contribute to organizations reluctance. (9 marks)
13. a) Outline four roles of a middle manager in relation to subordinates in an organization. (8 marks)
- b) Explain six functions of management. (9 marks)
14. a) State four advantages of division of labour as proposed by Max Weber. (8 marks)
- b) Describe the Elton Mayo's contribution to management (9 marks)
15. a) State six challenges posed by informal groups in an organization. (9 marks)
- b) Highlight four reasons why an organization is referred to as a system. (8 marks)





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**University Examinations for 2020/20201Academic Year**

**SCHOOL OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**SECOND YEAR SECOND TERM EXAMINATION FOR**

**CERTIFICATE IN PROCUREMENT**

**SUPPLIES MANAGEMENT**

**1903/101: FUNDAMENTALS OF MANAGEMENT AND ENVIRONMENT**

**DATE: 9/6/2021**

**TIME: 8.30-11.30 AM**

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## **INSTRUCTIONS:**

❖ **ANSWER ALL THE QUESTIONS IN SECTION A AND ANY FOUR IN SECTION B**

❖ **ANSWER ALL QUESTIONS IN THE ANSWER BOOKLET PROVIDED**

❖ **ALL QUESTIONS TO BE ANSWERED IN ENGLISH SECTION A (32 MARKS)**

1. Explain three benefits that may be obtained by an organization from effective planning. (3 marks)
2. Highlight two functions that the top level of management may perform in order (2 marks)
3. Outline three ways in which an organization can act socially responsible to the stake holders. (3 marks)
4. List four economic factors within the environment likely to affect operations of a business organization. (4 marks)
5. Give three characteristics of management. (3 marks)
6. Describe four types of skills that a manager should possess. (4 marks)
7. State three objectives of management (3 marks)
8. Explain four essential qualities that an effective supervisor should possess. (4 marks)
9. Explain three interpersonal roles of a manager in an organization. (3 marks)
10. Highlight three principles of management according to Henry Fayol (3 marks)

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**SECTION B (68 MARKS)**

11. a) Explain four limitations that may be faced when planning in organizations. (8 marks)  
b) Describe the procedure that should be followed in the organizational planning process (9 marks)
12. a) Outline four ways in which unfavorable external business environment may affect the operations of a business. (8 marks)  
b) Some organizations may be reluctant to engage in corporate social responsibility activities. Highlight four reasons that such organizations may have for the reluctances. (9 marks)
13. a) Outline four roles of a middle manager in relation to subordinates in an organization. (8 marks)  
b) Explain six functions of management. (9 marks)
14. a) State four advantages of division of labour as proposed by Max Weber. (8 marks)  
b) Describe the decision-making process that should be followed in an organization (9 marks)
15. a) State six benefits that can be derived from well formulated plans. (9 marks)  
b) Highlight four indicators of effective administration in an organization. (8 marks)