



OFFICE OF THE DEPUTY VICE-CHANCELLOR
ACADEMICS, RESEARCH AND STUDENTS' AFFAIRS

UNIVERSITY EXAMINATIONS

2025/2026 ACADEMIC YEAR

FIRST YEAR FIRST SEMESTER MAIN/REGULAR EXAMINATION

FOR THE DEGREE IN HOTEL AND HOSPITALITY MANAGEMENT/
TOURISM MANAGEMENT

COURSE CODE: BHM 113

COURSE TITLE: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

TIME: 3HOURS

INSTRUCTIONS TO CANDIDATES

- SEE INSIDETHIS PAPER CONSISTS OF 2 PRINTED PAGES
- PLEASE TURN OVER

MAIN/REGULAR

BHM 113 INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

STREAM: BHM

DURATION: 3 HOURS

INSTRUCTIONS TO CANDIDATES

- i) Answer question **ONE** and any other **TWO** questions
- ii) Do not write on the question paper

Question One (30 marks)

Read the case study below and answer the following Questions

Waremba Travelers Limited

Waremba Travelers Limited, established in 2005 and located in Thika Town, is a travel agency that books international flights and facilitates passport processing for clients. Madam Anne served as the secretary to Mr. Matata, the Managing Director. Both often attended official meetings out of town, where they were entitled to night-out allowances and required to account for the funds through imprest forms.

During these trips, Mr. Matata coerced Anne into sharing a room with him and threatened to dismiss her if she revealed the matter. Later, the company received an invitation to an annual stakeholders' conference in Mombasa, where Mr. Matata was the Chief Guest. However, vehicle tracking records showed that he and Anne travelled to Nakuru instead.

The situation escalated when Anne had a conflict with her colleague Naomi, who insulted her publicly. Anne reported the incident to the Human Resource Department. Investigations revealed that both Anne and Naomi had been involved in affairs with Mr. Matata, with Naomi having been promised a promotion that was never fulfilled.

Under stress from the situation, Anne absented herself from work for two days without permission. Upon her return, she and Naomi were summoned by the Human Resource Manager, in the presence of Mr. Matata, and issued dismissal letters for gross misconduct and incompetence. Mr. Matata remained silent during the meeting. The company later began the process of recruiting and selection of new employees to replace them.

- (a) i) The actions that Naomi and Anne took were gross misconduct amounting to summary dismissal. Explain Five (5) grounds for summary dismissal of an employee as provided for in the Employment Act, 2007 Section 44 (4) **(5 marks)**

- ii) Explain the Five (5) Employment Law that the Human Resource Manager of Waremba Travelers Limited was required to observe in addition to the one applied. **(5 marks)**

- (b) Examine Five (5) factors affecting recruitment of employees at Waremba Travelers Limited. **(5 marks)**

© Apart from managing employee relations, the Human Resource (HR) Manager at Waremba Travelers Limited performs several other **operative functions** aimed at ensuring effective

utilization and development of human resources within the organization. Explain five (5) of these functions. **(5 marks)**

(d) Conflict resolution is the process of addressing and managing disagreements, disputes, or clashes between individuals, groups, or organizations in a constructive way. Discuss the key five (5) causes of conflicts between Anne and Naomi at Waremba Travelers Limited **(5 marks)**

(e) Waremba Travelers Limited plans to do recruitment and selection which processes will entail candidates being subjected to employment tests. Identify the five (5) employment tests to be employed. **(5 marks)**

Question Two (20 marks)

- a) Job analysis is the procedure for determining the duties and skills requirements of a job and the kind of person who should be hired for it. Identify seven (7) methods of collecting job analysis information. **(7 marks)**
- b) Collective bargaining is the process of negotiation between employers (or their representatives) and employees (through trade unions) to determine employment terms and conditions such as wages, working hours, benefits, and workplace policies. Enumerate on the five (5) objectives of collective bargaining. **(5 marks)**
- c) Methods of recruitment are categorized into three. Citing relevant examples, briefly elaborate on the 3 categories of recruitment methods **(9 marks)**

Question Three (20 Marks)

- a) Ghosh defined the interview as the face-to-face oral, observational and personal appraisal method of evaluating the applicant. Identify the four (4) types of interviews. **(8 marks)**
- b) Induction is a technique by which a new employee is rehabilitated into the changed surroundings and introduced to the practices, policies and purposes of the organization. Explain the four (4) purposes of carrying out such an exercise in an organization. **(8 marks)**
- c) Human resource management has evolved from personnel management to human resource management. Differentiate between the two evolutions. **(4 marks)**

Question Four (20 marks)

- a) Performance Appraisal is an integral part of the performance management system which involves the process of setting goals, having periodic reviews of individual performances against the set goals with an intention of developing workers through training, recognition and rewards. Discuss the four (4) future oriented methods of performance appraisal. **(8marks)**
- b) In practice, a variety of training methods are employed for achieving desired objectives set for a training programme. Illustrate on the three (3) off the job training methods used for training employees. **(6 marks)**

- c) The Occupational Safety and Health Act 2007 provides for the safety, health and welfare of workers and all persons lawfully present at workplaces. Explain three (3) employees' obligations on the OSH. (6 marks)

Question Five (20 marks)

- a) Collective Bargaining is an activity whereby union and management officials attempt to resolve conflicts of interest by exchanging commitments in a manner intended to sustain and possibly enrich their continuing relationship. Elaborate on the process of collective bargaining agreement. (10 marks)
- b) Employee Relations is the study of how individuals, groups, organizations and the government relate and make decisions which define and shape the employment relationship between employers and employees. Explain the six (6) importance of maintaining good employee relations in an organization. (6marks)
- c) Kirk Patrick developed a model for evaluation of training programmes. Describe the four (4) levels that the training manager can apply to evaluation the effectiveness of training. (4 marks)