



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

UNIVERSITY EXAMINATIONS

2025/2026 ACADEMIC YEAR

SECOND YEAR FIRST SEMESTER MAIN/REGULAR EXAMINATION

FOR THE DEGREE IN BACHELOR OF BUSINESS MANAGEMENT

COURSE CODE: BBM 214

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

DATE: 4/12/2025

TIME: 9AM-12PM

INSTRUCTIONS TO CANDIDATES

- SEE INSIDE THIS PAPER CONSISTS OF 2 PRINTED PAGES
 - PLEASE TURN OVER

MAIN/REGULAR
BBM 214 HUMAN RESOURCE MANAGEMENT

STREAM: BBM 3

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

Read the case study below and answer the following Questions

Selection, Training and Developing Manufacturing Employees

In the United States, Toyota uses a selection assessment test designed to hire individuals to be employed as Toyota auto workers. Called the "Day of Work," this test is the most grueling part of a hiring process that can take months. At Toyota plants in Kentucky and West Virginia, the Day of Work is used regularly. Starting at 6:30 a.m., applicants work on a simulated assembly line for 4 hours and then spend several hours inspecting parts for defects. They also participate in a group problem-solving session and take written tests. This is all necessary just to be considered for a job at Toyota.

Once individuals survive a rigorous selection process and are chosen as Toyota auto workers, training and Development begins with orientation and on-the-job training. Methods of Development are also applied which builds a strong leadership pipeline and enhances employee satisfaction and retention. Toyota has become so well-known for its training and development and new employees are then taken through a two-hour orientation program. They are given an employee handbook, shown a short company history video, and are briefed on safety and company policies. Consequently, Toyota has adopted proactive management of its selected workers through policies and practices that align with the organization's overall strategic objectives; hence aligning the "people strategy" with the "business strategy."

Consequently, managers throughout Toyota have noticed that new employees are more customer service oriented and appear more pleasant to customers and coworkers. As a result of this and other changes, Toyota has received professional awards for motivating and retaining employees enabling it achieve competitive advantage in the industry.

- a) i) Citing **three (3)** examples in each case, describe the Two (2) classifications of employee sourcing as employed by Toyota Company. **(6 marks)**
- ii) Define the following terms as used by Toyota Company in the recruitment of their employees;
- 1) Employment Agencies **(2 marks)**
 2) Headhunting/poaching **(2 marks)**
- b) Explain **three (3)** key areas of human resource development, citing one relevant example that Toyota Company could employ besides training and development. **(6 marks)**
- c) Toyota Company has received professional awards for motivating and retaining employees. Examine the **three (3)** key strategies that Toyota Company employs in retaining employees. **(3 marks)**

- d) Toyota Company has adopted the strategy of aligning the “people strategy” with the “business strategy which is about strategic HRM. Elaborate on the **four (4)** importance of adopting such a strategy. **(8 marks)**
- e) Employment test is one of the process of selection that Toyota Company employ to choose the right candidates. Examine **three (3)** types of such tests. **(3 marks)**

Question Two

- a) All enterprise have to engage themselves in the process of recruitment of persons. Explain the **five (5)** factors influencing this process. **(10mks)**
- b) Selection is the process of elimination so that the best qualified can be retained for the few positions available. Briefly enumerate on the process of selection. **(7 marks)**
- c) The Human Resource Manager of ABC enterprise undertakes both management and operative function of human resource management. Elaborate on any **three (3)** functions of management performed by the Human Resource Manager. **(3 marks)**

Question Three

- a) Work-Life-Balance is one of the strategies employed by Human Resource Manager in attracting employees. Enumerate on the **three (3)** examples of work life balanced employed by HRM in attracting of employees. **(9 marks)**
- b) “No organization can be successful without effective manpower planning”. Examine this Statement by indicating the process of human resource planning in an organization **(7marks)**
- c) Identify two advantages and two disadvantages of external sourcing. **(4 marks)**

Question Four

- a) Strategic Human Resource Management (SHRM) refers to the proactive management of people within an organization through policies and practices that align with the organization’s overall strategic objectives. Demonstrate your understanding on the **four (4)** objectives of SHRM. **(8 marks)**
- b) Developing Human Resource Management refers to the process of enhancing the knowledge, skills, systems, and practices of the Human Resource function and personnel to improve organizational performance and employee growth. Explain the **four (4)** objectives of HRM development. **(8 marks)**
- c) Attracting employees refers to the process of drawing qualified candidates to apply for jobs within the organization. Examine the **four (4)** strategies of attracting employees. **(4 marks)**

Question Five

- a) Principles of Human Resource Management (HRM) are the fundamental guidelines that direct how people are managed in an organization to achieve both employee satisfaction and organizational goals. Briefly describe **four (4)** of these principles. **(8 marks)**
- b) Human resource management has evolved from personnel management to human resource management. Differentiate between the two evolutions. **(8 marks)**
- c) Human Resource Management assumes people as an important and valuable resource for achieving desired output. Elaborate on the Resource Based View of a Firm Theory by Barney (1991) that echo this statement. **(4 marks)**