

LAIKIPIA



UNIVERSITY

UNIVERSITY EXAMINATIONS

FIRST SEMESTER 2025/2026 ACADEMIC YEAR

SECOND YEAR EXAMINATION FOR THE DEGREE
OF BACHELOR OF COMMERCE

BCOM 215: HUMAN RESOURCE MANAGEMENT

STREAM: Y2S1 BCON

TIME: 2 HRS

DAY: THURSDAY [8.30 A.M-10.30 A.M] ***DATE:*** 5/02/2026

THIS QUESTION PAPER CONSISTS OF THREE (3) PAGES

PLEASE DO NOT OPEN UNTIL THE INVIGILATOR SAYS SO.

INSTRUCTION**Answer Question One and ANY OTHER Two****QUESTION ONE**

- a) In the context of origins of Human Resource Management, explain developments that took place in the 20th Century **(10 Marks)**
- b) Explain how “Supply and Demand” and “Labour Market Conditions” affect the human resource management activity of recruitment **(10 Marks)**
- c) *At the end of the selection process, the “best” applicant is selected and offered the job. Once the top applicant accepts the job, the selection process itself is complete. It is recommended, however, that the process be evaluated from time to time to ensure its effectiveness.*

Read, carefully, the sub paragraph above and explain both the “diagnostic interview (follow up interview)” and the “final selection decision (job offer) as steps of the selection process

(10 Marks)**QUESTION TWO**

- a) Discuss the methods of employee training needs assessment **(10 Marks)**
- b) A research study on employee motivation examined factors influencing employees' willingness to work and contribute to organizational goals. It explored how various motivational techniques impact employee performance, job satisfaction, and overall organizational success. It also analyzed the effectiveness of different motivational approaches. Discuss the following approaches as methods of employee motivation;
- i) McGregor's Theory 'X' and Theory 'Y' **(1 Mark)**
- ii) The Motivation-Hygiene approach **(2 Marks)**
- iii) The Equity Theory **(3 Marks)**
- iv) The Carrot and Stick **(4 Marks)**

QUESTION THREE

- a) At Company Z, wages and salaries are employed as motivators to the workforce. The company believes that wages and salaries are not a favor given to staff but they are an important component of the right of worker in the productivity process.
- In this regard, explain the objectives of the Basic Wage and Salary System **(10 Marks)**

- b) Job evaluation is a systematic determination of the worth of each job in relation to other jobs in the organization. This process is meant for designing a pay structure and not for appraising the performance of employees.

Discuss, then, the Point Factor method and the Competitive Market Analysis method of Job Evaluation **(10 Marks)**

QUESTION FOUR

- a) Explain, briefly, the concept of Job Analysis, Job Description, Job Design and Job Assessment **(10 Marks)**
- b) Draw and then explain the figure that illustrates the types of work place accidents, in the context of employee Health and Safety **(10 Marks)**