



Where Leaders are Made
UNIVERSITY EXAMINATIONS: 2025/2026

**EXAMINATION FOR THE DEGREE OF BACHELOR OF BUSINESS
AND INFORMATION TECHNOLOGY
BACHELOR OF COMMERCE
BACHELOR OF BUSINESS LEADERSHIP
BIT312/BCM205/BUS2333/DSM205
HUMAN RESOURCE MANAGEMENT
END TERM EXAMINATION**

**DATE: THURSDAY 11TH DECEMBER 2025 TIME: 8:30AM-10.30AM
DURATION: 2 HOURS**

INSTRUCTIONS: Question One is Compulsory, Choose Three Other Questions

SECTION A (COMPULSORY)

QUESTION ONE (15 Marks) Compulsory

Read the case below and answer the following question

Apex is one of the top three insurance companies in Kenya and is considered one of the best companies to work for. Apex employs over 1000 people in its call centres in Kenya and in other countries. It sells a number of products including car, travel and pet insurance. Customers can contact Apex either through its website or by telephone. The website is well-designed and user-friendly with facilities to chat online and give customer feedback. Customers can either get a quote for their insurance online or, if they prefer, they can speak to an Apex member of staff on the telephone.

Apex invests time and money into making sure employees enjoy coming to work and are well motivated. To make sure they succeed at this Apex focuses on a number of key areas:

- Equality – staff are treated equally and fairly, regardless of their background
- Rewards and recognition – staff are eligible for a share of the company profits, free gym membership and discounts on cinema and concert tickets
- Fun – promotes awareness of the importance of reducing stress whilst at work by providing activities and competitions on a monthly basis

Apex is keen to get feedback from its employees, it recently carried out a survey of 7000 staff.

Some of the results from the survey are shown below:

- 97 % of staff said they were treated fairly, regardless of race or ethnic origin
- 88 % said they have unique and special benefits working at Apex

Apex offers training with each new employee attending a five-week induction programme. Staff will train on-the-job, where they will learn about the insurance products and customer service. Apex uses an application process when recruiting new employees to its business.

- Explain why businesses do not discriminate in the workplace. **(4 marks)**
- Explain THREE benefits to a business of using on-the-job training to train staff. **(6 marks)**
- Discuss how the methods used by Apex to motivate its workforce help to ensure an effective sales process and good customer service. **(4 marks)**
- Describe the importance of induction programme at Apex. **(1 mark)**

SECTION B: (ANSWER ANY THREE (3) QUESTIONS IN THIS SECTION)

QUESTION TWO (15 marks)

- Assume the estimated production of XYZ Limited is 300,000 units. The standard man-hours required to produce each unit are 2 hours. The past experiences show that the work ability of each employee in man-hours is 1500 hours per annum. Calculate the demand of human resources at XYZ Limited. **(4 marks)**
- The recruitment plan should include plans for attracting good candidates by ensuring that the organization will become an 'employer of choice'. Discuss THREE ways companies can achieve this employer brand. **(6 marks)**
- Describe FIVE reasons why organizations prefer Internal sources of recruitment. **(5 marks)**

QUESTION THREE (15 marks)

- During the covid-19 pandemic, the government have imposed restrictions on businesses such as lockdowns, social distancing and the movement of people. As a result, businesses have changed the way their employees work and communicate with each other. Discuss six possible implications of these influences on human resource management. **(12 marks)**
- Describe THREE ways technology has transformed the HR function in the 21st century. **(3 marks)**

QUESTION FOUR (15 marks)

- A piano teaching business which guarantees highly qualified and experienced teachers is rapidly expanding across Africa. Explain how marketing of this business relies on the human resources department. **(1 marks)**
- Discuss THREE economic factors influence may customers choosing this business. **(6 marks)**

- c) In the recent past, the country witnessed high levels of industrial disputes. Explain FOUR causes of industrial disputes. **(8 Marks)**

QUESTION FIVE (15 marks)

- a) With relevant examples, explain FIVE training strategies that may be available in an organization. **(10 Marks)**
- b) Explain how the career issues of a twenty-seven-year-old differ from those of a forty-five-year-old in career development. **(5 Marks)**

QUESTION SIX (15 marks)

- a) As Occupational Health and safety officer, discuss the ergonomics solutions for the following employees:
- i. A remote worker is experiencing back pain from sitting at the kitchen table all day. **(2Marks)**
 - ii. Sarah, an aging worker, is struggling with neck strain due to computer poor monitor positioning. **(2Marks)**
 - iii. A healthcare worker is experiencing chronic lower back pain from lifting patients. **(2Marks)**
 - iv. Tom, a remote worker, is complaining of eye strain on his computer. **(2Marks)**
 - v. In a fast-paced hospital environment, workers are complaining of fatigue and burnout. **(2Marks)**
- b) As a HR specialist, describe the safety standards observed in the picture below. **(5 marks)**

