



MUEO

# **MOI UNIVERSITY**

**OFFICE OF THE DVC ACADEMIC AFFAIRS, RESEARCH AND EXTENSION**

## **UNIVERSITY EXAMINATIONS**

### **2014/2015 ACADEMIC YEAR**

*SECOND YEAR END OF SEMESTER EXAMINATIONS*

### **FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT**

**EXAM CODE:       BBM 214**

**EXAM TITLE:     HUMAN RESOURCE MANAGEMENT**

**DATE: 24<sup>TH</sup> AUGUST, 2015       TIME: 2.00 P.M.– 5.00 P.M.**

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*INSTRUCTION TO CANDIDATES*

➤     **SEE INSIDE**

**BBM 214: HUMAN RESOURCE MANAGEMENT  
MAIN EXAMINATION**

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**INSTRUCTIONS:-**

- Answer Question **ONE** and any other **THREE** questions.
  - Question **ONE** carries **25 Marks**
  - Time allowed: **3 hours**
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**Question One:** Read the following case and answer the questions that follow:

***Job Description at Red Lobster (Phillip – Gully 2009)***

Red Lobster operates over 670 casual-dining seafood restaurants in the US and Canada, employing more than 63,000 people. When Red Lobster developed a new business strategy to focus on value and improve its image, it established a new vision, mission, and goals for the company. The restaurant chain simplified its menu with the highest-quality seafood it could offer at mid-range prices, traded its restaurants' tropical themes for a crisp, clean look with white-shirt-and-black-pants uniforms for its employees, and added Northeastern coastal imagery to its menu and Web-site. Executing the new mission and differentiation strategy required hiring fun, hospitality-minded people who shared its values.

Although Red Lobster had not had any problem with hiring restaurant managers, the company felt that the managers it hired did not always reflect Red Lobster's strategy, vision and values. The company also realized that their old job descriptions did not reflect the passion its new strategy needed from its employees.

**Question One**

- a) Advise Red Lobster on how to develop its job descriptions to improve the fit between its new management hires and its new business strategy. (5 Marks)
- b) Suggest a guideline for developing a Job Specification which would guide Red Lobster in acquiring the right candidates for the job. (5 Marks)
- c) It may be advisable for Red Lobster to also carry out a job analysis that would help in her new business strategy. Guide her in the process of job analysis while critically examining the various methods used and highlighting reasons for choice of method. (10 Marks)
- d) Suggest the value of job analysis to Red Lobster. (5 Marks)

**Question Two**

### **Question Three**

- a) Assuming you are a Human Resource manager of particular company, explain how you would use your managerial skills in ensuring success of the department and the entire organization. (10 marks)
- b) Outline five strategies that can be used to ensure that organizations achieve competitive advantage through people. (5 marks)

### **Question Four**

- a) Clearly demonstrate the 'strategic fit' between Human Resource Management and Corporate Strategies. Illustrate with specific examples while highlighting the environmental forces. (10 marks)
- b) Outline five organizational contextual factors that may influence the implementation of Human Resource strategies. (5 marks)

### **Question Five**

- a) Health and Safety are major concerns to most organizations. Demonstrate how you would incorporate these concerns in the Human Resource Planning of an organization. (10 marks)
- b) Examine five strategic implications of Selection out in an organization. (5 marks)

### **Question Six**

- a) Discuss the relevance of Equity Theory in contemporary human resource management. (10 marks)
- b) Identify and explain five broad types of behavior which can arise as a consequence of inequity. (5 marks)

Most performance management systems in organizations seem to focus on individual efforts rather than team contributions. Discuss the strengths and weaknesses of this approach.

(15 Marks)