



MUEO

**MOI UNIVERSITY**

**OFFICE OF THE DEPUTY VICE CHANCELLOR, ACADEMIC  
AFFAIRS, RESEARCH & EXTENSION**

**UNIVERSITY EXAMINATIONS  
2014/2015 ACADEMIC YEAR**

**END OF SEMESTER I EXAMINATIONS**

**FOR THE DEGREE OF  
MASTER OF BUSINESS ADMINISTRATION**

**EXAM CODE:- MBA 820**

**COURSE TITLE:- HUMAN RESOURCE MANAGEMENT**

**DATE:-10<sup>TH</sup> FEBRUARY, 2015**

**TIME:- 9.00A.M. – 12.00NOON.**

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INSTRUCTION TO CANDIDATES

➤ SEE INSIDE.

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**Instructions to the Candidates**

Answer **Question One** and any other **THREE QUESTIONS**

**PART A: Read the case below and answer the questions provided**

**Human Resource Function Obstacle**

Kenya Link Limited is an Airline Company which was formed in 1998 and started operating in JKIA. The Company started well and has been operating smoothly until a few years ago the company has been facing a myriad of problems ranging from high staff turnover to intra and inter-departmental conflicts which have slowed its pace of development and growth, with set targets missed. You have been appointed to the position of the Human Resource Manager, at the time when members of the Board feel that the Human resource practice has become over- preoccupied with "fads and gimmicks" rather than with the needs of the business of the people who work there. Initial investigations reveal that a number of human resource activities are spread across various departments with no structured coordination. Previous initiatives by human resource function to centralize and coordinate such activities have received stiff resistance from other line managers who regard initiatives as interference. Recently, moves towards a single union agreement have failed because of implacable resistance from two unions which compete for membership within the same organization; whose members were excluded from discussions about proposals. The concept of performance contracting has been introduced at the same time as moves to empower line managers; where managers feel empowerment means no more than taking the blame for things that go wrong. Further the employees feel the introduction of performance contracting is an attempt by managers to lay them off and replace them with new people. Many employees feel they are cut off from centralized expert service of the human resource function. Performance contracting indeed adds value to the organization.

**Questions**

- a) Explain the problem and challenges affecting the organization with reference to human resource function **(7 marks)**
- b) Reflecting on the proposed changes implementation, Identify and outline any challenges that might affect the implementation process. **(8 marks)**
- c) Reflecting on the case prepare a comprehensive proposal for consideration by the board, clearly bringing out any main issues of concern and suggested actions to address them **(10 marks)**

## QUESTION TWO

Performance appraisal, Training and Development, employee motivation and their performance at work are not exclusively independent of each other, but are interrelated and interdependent. Identify and describe the links that exist between the HRM Practices drawing examples from any sector in Kenya

(15 marks)

## QUESTION THREE

Labor turnover has been crucial in most organizations, Identify and explain the issues and which need to be considered and tackled in order to reduce labor turnover and enhance the employee retention in both public and private sector organizations in Kenya.

(15 marks)

## QUESTION FOUR

- a) Many organizations are currently focusing on a “total reward sytem” what are the aims of an organization’s total rewards system? (6 marks)
- b) Discuss the different innovative of rewards systems in organizations in Kenya today.

(9 marks)

## QUESTION FIVE

Reflecting on public sector ,analyze the implications of the new constitutional dispensation of Human Resources in Kenya.

(15 marks)

## QUESTION SIX

- a)“Human resource planning is a continuous process rather than one-off exercise” Discuss(6 marks)
- b)The contemporary issues in Human Resource Management are prevalent in most organization. Identify FIVE contemporary issues and describe ways in which organizations are managing them.

(9marks)

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