



MUEO

# **MOI UNIVERSITY**

OFFICE OF THE CHIEF ACADEMIC OFFICER

## **UNIVERSITY EXAMINATIONS**

### **2009/2010 ACADEMIC YEAR**

#### **FIRST SEMESTER EXAMINATION**

#### **FOR**

#### **MASTER OF BUSINESS**

#### **ADMINISTRATION**

**COURSE CODE:** MBA 820

**COURSE TITLE:** HUMAN RESOURCE MANAGEMENT

**DATE:** 23<sup>RD</sup> FEBRUARY, 2010 **TIME:** 9.00 A.M. – 12.00 NOON.

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### **INSTRUCTION TO CANDIDATES**

- SEE INSIDE.

**MBA 820: HUMAN RESOURCE MANAGEMENT.**

**INSTRUCTIONS:** Answer question one in Part A ( **COMPULSORY** ) and any **three** questions in Part B.

**PART A .COMPULSORY:** Read the case study below and answer the questions provided;

**RIM VERSUS MOTOROLA: TALENT POACHING AND THE QUESTION OF ETHICS.**

In December 2008, Research in motion (RIM) sued Motorola Inc. (Motorola) for what it called illegally preventing it from hiring employees that Motorola had laid off. According to RIM , the two companies had entered into an agreement in Feb 2008 on not hiring each others employees or newly separated ex employees .When Motorola announced lay offs in large numbers ,RIM attempted to hire and gain some engineers at a lower cost . RIM considered that despite the agreement having expired Motorola had unlawfully extended the contract and prevented RIM from offering jobs to the fired employees.

RIM well known as the Blackberry mobile phone maker was established in Ontario, Canada, in 1984 with offices in North America, Europe and Asia pacific. It is one of the leading wireless manufacturers ,designing , manufacturing and marketing its products worldwide The company provides access to information through email , phone , text messaging , internet , intranet based applications using its integrated wireless hardware and software.RIM technology also supports numerous other manufacturers and developers with their wireless connections to improve their products and services.

Motorola and RIM had always been adversaries in selling high end mobile phone handsets which contained features like email and internet access music players or cameras .While RIM continued to expand developing compact slender handsets, Motorola had been facing hard times since mid 2000's.Its market position fell to number 3 behind Samsung at number 2 and Nokia at number 1 in 2008. In February 2008 , RIM and Motorola entered into some mutual agreement wherein they agreed to exchange confidential information and to avoid poaching each others employees .Experts felt the agreement was mainly aimed at ensuring the employees did not move away to a competitor carrying with them vital information and trade secrets.

However in September 2008, Motorola sued RIM on grounds of poaching 40 of its employees in Florida since the beginning of the year and claimed US \$ 50,000 as compensation. The company attached copies of emails sent to employees by RIM as part of evidence filed in court. Motorola had taken legal action against RIM for violating seven US patents on Mobile communication technology. RIM counter sued Motorola for anti-competitive conduct and claiming unreasonable royalties on patents that Motorola owned and RIM licensed. In December 2008, RIM sued Motorola for preventing it from hiring employees fired by Motorola. RIM claimed the agreement



had expired in 2008, requested the court to nullify it and claimed damages from Motorola for adopting unethical ways.

RIM stated that while it hired employees, Motorola had publicly announced intentions to lay off massively to control costs and losses which had been incurred since 2007. By the end of 2008, Motorola had fired over 3000 employees. The latter were finding difficulties in getting new jobs because of non disclosure agreements with competitors. The lawsuits raised debates on the issue of Talent poaching and interrelated concerns. Some experts saw nothing wrong in a company hiring from its competitors since employees were not part of company property. They further felt that companies needed to focus on providing better opportunities than blaming competitors.

On the other hand opponents felt it was unethical and resorted to lawsuits to discourage this practice. Their basis was on the need to protect confidential information and trade secrets. However others found it unethical for companies that failed because of other business constraints to oppose hiring by competitors.

### **QUESTIONS ONE.**

- (a) Based on your assessment of the case present views for and against Talent poaching and its ethical implications. (10 mks)
- ( b ) Assuming you were contracted as the HR expert of RIM , draft a proposal indicating the strategies you would adopt to make the rehiring process effective in realizing the companies vision and objectives . (10 mks)
- ( c ) Discuss the long term implications of rehiring on the organization and its employees. (10 mks)
- ( d ) Suggest various proposals that would be used to resolve this issue. (10 Mks )

### **PART B:**

#### **QUESTION TWO.**

- (a ) Discuss the limitations that tend to affect most recruitment programmes in the Kenyan Business Environment. (10 mks)
- ( b ) “The pressure to cut costs on human resources and need to sustain Businesses tends to overlap incentives geared towards employee motivation and Productivity within firms in developing Countries”. To what extent is this assertion true? (10 mks)

**QUESTION THREE.**

- ( a ) Account for increased Industrial power of Employers over Employee representative bodies in bargaining and negotiation within Kenya. ( 10 mks)
- ( b ) Discuss ways in which Human resource planning can help organizations cope with change s in its environment. ( 10 mks).

**QUESTION FOUR.**

( a ) Suggest various competitive strategies that should be adopted to develop Human resource competencies and increase productivity levels in Kenya under the following headings;

- ( i ) Attraction .
- ( ii ) Retention.
- ( iii ) Motivation.
- ( iv ) Utilisation .
- ( v ) Separation

( 20 mks).

**QUESTION FIVE**

Performance contracting is n doubt a revolutionary human resource management strategy to ensure optimum utilization of the organizational resources for improved service delivery and general performance.

- a) Explain the genesis and rationale for performance contracting in the Kenyan Civil service. (6 marks)
- b) Explain the elements of an effective performance contract. (10 marks)
- c) Outline any four challenges that organizations face in the implementation of performance contracting in Kenya. (4 marks)

**QUESTION SIX**

Explain the following concepts of human resource management.

- i) Hard vs soft human resources management. (5 marks)
- ii) Job analysis and design. (5 marks)
- iii) Staff training. (5 marks)
- iv) 360 performance appraisal system. (5 marks)

**E...N....D**