



MUEO

MOI UNIVERSITY

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

**UNIVERSITY EXAMINATIONS
2016/2017 ACADEMIC YEAR**

END OF SEMESTER II EXAMINATIONS

MASTER OF BUSINESS ADMINISTRATION

EXAM CODE:- MBA 820

COURSE TITLE:- HUMAN RESOURCE MANAGEMENT

DATE:- 3RD MARCH, 2017 TIME:- 9.00A.M. – 12.00NOON.

INSTRUCTION TO CANDIDATES

➤ SEE INSIDE.

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MOI UNIVERSITY

School of Business and Economics

Master of Business Administration

MBA 820: Human Resource Management

FINAL EXAMINATION 2015/2016

INSTRUCTIONS:

Answer **Question One** and any other **Three** Questions **Time:3 Hours**

QUESTION ONE

You have been recently recruited to replace the human resource manager in an organization where members of the Board felt that human resource practice had become over-preoccupied with 'fads and gimmicks' rather than with the needs of the business and the people who worked there. Initial investigations reveal that a number of human resource activities are spread across various departments. Previous initiatives by the hr 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 foundered because of implacable resistance from two unions which compete for membership within the same organization; whose members were excluded from discussions about the proposals. The concept of performance contracting has been introduced at the same time as moves to empower line managers; where line 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 management to lay them off and replace them with new people. Many employees feel they are cut off from the centralized, expert service of the hr function.

- a. What would you describe as being the main problem with the organization regarding its human resource function? (6 marks)
- b. Prepare a proposal for consideration by the Board, clearly bringing out the issues of concern, suggested actions to address them and envisaged outputs. (16 marks)
- c. Outline any four challenges you foresee in the implementation of the proposed changes and explain how you will tackle each one of them to ensure success. (8 marks)

QUESTION TWO

Human resource management is about “getting the right people for the right jobs at the right time”.

- a. Explain the statement. (6 marks)
- b. In reference to the above statement, describe the core business of the human resource function in a modern organizational set-up. (14 marks)

QUESTION THREE

Human resource planning is no doubt a pre-requisite for an effective human resource management practice.

- a. Explain the utility of human resource planning. (8 marks)
- b. Do you think a better human resource planning could have prevented much of the downsizing that was experienced in many large companies in Kenya? Give reasons to support your answer. (12 marks)

QUESTION FOUR

Employees often have negative views on the policy of hiring outsiders rather than promoting them within. Naturally, employees believe they should be given prevalence for promotion before outsiders are hired.

- a. What is the justification for promoting internal staff to higher positions within the organization? (6 marks)
- b. Explain the circumstances in which an organization may opt for external hiring. (6 marks)
- c. In reference to the statement above, explain the focus of an ideal hiring policy. (8 marks)

QUESTION FIVE

Performance contracting is no doubt a revolutionary human resource management strategy to ensure optimum utilization of the human resource for improved service delivery and organizational performance.

- a. Explain the elements of an effective performance contract. (10 marks)
- b. Justify the sudden shift from contract of employment to contract for performance in many organizations. (6 marks)
- c. Outline any four challenges that public organizations face in the implementation of performance contracting in Kenya. (4 marks)

QUESTION ONE

The settlement and working of new employees in the organization very much depends on the impressions created on the first day on the job.

- a. Explain the importance of employee orientation (4 marks)
- b. What would you describe as an effective new employee orientation programme? (10 marks)
- c. Explain the significance of follow-up and evaluation of new employee orientation programme. (6 marks)

END
