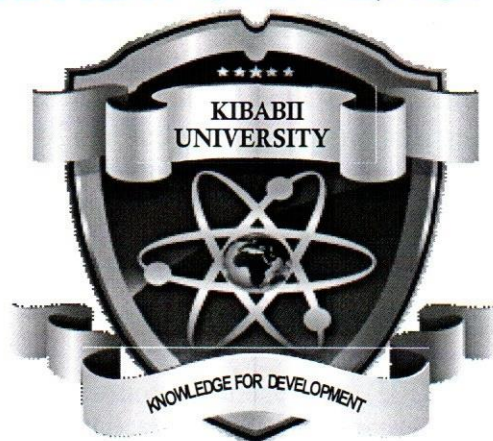


KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

2017/2018 ACADEMIC YEAR

FIRST YEAR FIRST SEMESTER

FOR THE MASTER OF SCIENCE DEGREE IN HUMAN
RESOURCE MANAGEMENT/MASTER OF BUSINESS
ADMINISTRATION

COURSE CODE: HRM 801/MBA 801

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

DATE: 15/01/2018

TIME: 9 – 11AM

INSTRUCTION TO CANDIDATES:

- Answer question **ONE** (compulsory) and any other **THREE** questions
- Question **ONE** attracts **40 marks**
- Time allowed is **THREE** hours
- All other questions attract equal marks (**20 marks**)

QUESTION ONE

Read the case study below and answer questions that follow

Human beings are social beings and hardly ever live and work in isolation. We always plan, develop and manage our relations both consciously and unconsciously. The relations are the outcome of our actions and depend to a great extent upon our ability to manage our actions. From childhood each and every individual acquire knowledge and experience on understanding others and how to behave in each and every situations in life. Later we carry forward this learning and understanding in carrying and managing relations at our workplace. The whole context of Human Resource Management revolves around this core matter of managing relations at work place.

Since mid-1980's Human Resource Management (HRM) has gained acceptance in both academic and commercial circle. HRM is a multidisciplinary organizational function that draws theories and ideas from various fields such as management, psychology, sociology and economics. There is no best way to manage people and no manager has formulated how people can be managed effectively, because people are complex beings with complex needs. Effective HRM depends very much on the causes and conditions that an organizational setting would provide. Any Organization has three basic components, People, Purpose, and Structure.

In 1994, a noted leader in the human resources (HR) field made the following observation: Yesterday, the company with the access most to the capital or the latest technology had the best competitive advantage. Today, companies that offer products with the highest quality are the ones with a leg up on the competition; but the only thing that will uphold a company's advantage tomorrow is the caliber of people in the organization.

That predicted future is today's reality. Most managers in public- and private sector firms of all sizes would agree that people truly are the organization's most important asset. Having competent staff on the payroll does not guarantee that a firm's human resources will be a source of competitive advantage. However, in order to remain competitive, to grow, and diversify an organization must ensure that its employees are qualified, placed in appropriate positions, properly trained, managed effectively, and committed to the firm's success. The goal of HRM is to maximize employees' contributions in order to achieve optimal productivity and effectiveness, while simultaneously attaining individual objectives (such as having a challenging job and obtaining recognition), and societal objectives (such as legal compliance and demonstrating social responsibility).

- a) To what extent do you agree with the phrase, "Human beings are social beings and hardly ever live and work in isolation?" Explain (10 marks)
- b) Expound on the point that HRM is a multidisciplinary organizational function that draws theories and ideas from various fields. (10 marks)
- c) Explain this phrase, "Today, companies that offer products with the highest quality are the ones with a leg up on the competition; but the only thing that will uphold a company's advantage tomorrow is the calibre of people in the organization." (10 marks)
- d) Is it true that the whole context of Human Resource Management revolves around core matter of managing relations at work place? Explain (10 marks)

QUESTION TWO

- (a) Human Resource planning (HRP) is one of the most important elements in a successful human resource management programme. Human Resource Planners face significant barriers while formulating a HRP. Discuss the various difficulties that a HR Manager is likely to encounter in human resource planning (10 marks)
- (b) Discuss the emerging and current issues in Human Resource Management (10 marks)

QUESTION THREE

- a) The differences and similarities between personnel management and human resource management appear to be substantial but they can be seen as a matter of emphasis and approach rather than one of substance. Or, as Hendry and Pettigrew (1990) put it, HRM can be perceived as a 'perspective on personnel management and not personnel management itself.' Based on these arguments, what are the similarities and differences between HRM and personnel management (10 marks)
- b) The CEC Public Administration in Bungoma County has invited you to orient the new staff on the best Human Resource Practices. Outline and explain areas that should be contained in your speech. (10 marks)

QUESTION FOUR

- a) The primary objective of HRM is to ensure the availability of competent and willing workforce to an organization. Enumerate and explain the roles of a HR. (10 marks)
- b) As Human Resource Manager of Coca Cola Company Limited, you have been invited to give a lecture on wages and salary administration in the New Millennium. Outline and explain the areas that should be contained in your speech (10 marks)

QUESTION FIVE

- a) Explain the role of HR professional in human resource planning process in organizations. (10 marks)
- b) "What is the importance of Job analysis in the management of human resources? (10 marks)

QUESTION SIX

- a) Identify and discuss the steps in the Recruitment Process. (10 marks)
- b) The HR function provides guidance and training and will develop and help to introduce and maintain formal processes; but it does not do line managers' jobs for them. However, in their role as industrial relations specialists, HR practitioners may deal directly with trade unions and their representatives. What is the role of the HR function in employee relations. (10 marks)