

KIBABII UNIVERSITY



**UNIVERSITY EXAMINATIONS
2015/2016 ACADEMIC YEAR
FIRST YEAR FIRST SEMESTER**

**FOR THE MASTER OF BUSINESS ADMINISTRATION,
MASTER OF SCIENCE IN HUMAN RESOURCE
MANAGEMENT & MASTER OF BUSINESS
ADMINISTRATION WITH IT**

COURSE CODE: MBA 801/HRM 801/MBT 810

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

DATE: 12th MAY 2016 TIME: 9AM

INSTRUCTIONS 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 **(5 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 caliber of people in the organization.” **(5 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 an HRP. Discuss the various difficulties that an HR Manager is likely to encounter in human resource planning **(10 marks)**.
- (b) Discuss any **FIVE** emerging and current issues in Human Resource Management **(5 marks)**
- (c) Discuss the steps of recruitment process **(5 marks)**

QUESTION THREE

- a) The Manager of Nzoia Company Limited has invited you to familiarise its new staff on the scope of Human Resource Management as conducted by Society for Training and Development (ASTD). Outline and explain the **ANY Five Broad Areas** that should be contained in your speech **(10 marks)**
- b) Distinguish between:
 - (a) Job description and job specification **(5 marks)**
 - (b) Job enlargement and job enrichment **(5 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 **Any Six Strategic Role Of HR** **(12 marks)**
- b) As Human Resource Manager of Safaricom Company Limited, you have been invited to give a lecture on the HRM in the New Millennium. Outline and explain the **ANY Four Areas** that should be contained in your speech **(8 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)