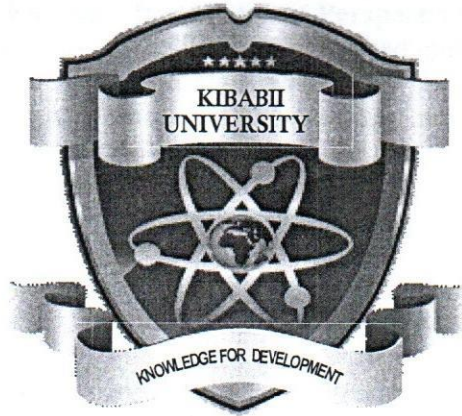


KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

**2019/2020 ACADEMIC YEAR
FIRST YEAR FIRST SEMESTER**

SPECIAL/SUPPLEMENTARY EXAMINATION

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

COURSE CODE: MBA 801

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

DATE: 04/02/2021

TIME: 8.00 – 10.00AM

INSTRUCTION TO CANDIDATES

- 1) The paper contains **FIVE** questions
- 2) Attempt **FOUR** questions
- 3) Question **ONE** is Compulsory
- 4) Show your work clearly.

TIME: 3 Hours

KIBU observes ZERO tolerance to examination cheating

QUESTION ONE

Read the case study below and answer questions that follow:

Europe – It's All About Perspectives

Aldo Pirelli had been born into an Italian family that had immigrated to France during the 1930s to escape the prevailing political climate. He had been educated in France and earned a master's degree in business and management. During his studies, he'd spent a year in Britain to perfect his English. He then began working for Pentathlon, the multinational sports retailer. He had started working in procurement and had climbed quickly to the number two position at the huge shop. He had been an outdoor sports enthusiast, and when he heard that a new, specialised outdoor shop was to be opened just outside Courmayeur, Italy, the world famous resort, he immediately applied for the director's job, and got it. He could at last practice his Italian!

He had been doing well there for several years, increasing sales regularly by focusing on customers' needs for high-quality and environmentally friendly products. During that time he'd seen several management positions filled and emptied quickly – turnover was high. Why was that? As far as he was concerned, he had noticed that the HR people in Paris hadn't vetted the incumbents very well. One employee from Germany arrived and described the way the Italians worked as 'chaotic'. The Italians complained he was 'over-organised' and obsessed with deadlines and timelines. An employee from Sweden arrived and failed to adapt to what she called 'undemocratic' work processes, accusing Aldo of being authoritarian. There was also an IT specialist from Ireland whose Italian was so poor that she couldn't communicate with others; she left. And there were others experiencing similar problems. There was no doubt in Aldo's mind that managers needed specific training and incentive packages which up until now, Pentathlon had not spent enough time designing.

Today he has been called to Paris, to the Headquarters in the ultra – modern 'Defense' business area, to give a presentation to his boss on the quarterly results and on the level of turnover.

Some of the issues that Aldo was pondering were:

- A weak corporate culture
- Selection: He wasn't convinced that selecting third – country nationals was a good idea. He knew however, that it was cheaper than using expatriates
- Language and culture: Even if language used between subsidiaries was English, the local employees all spoke Italian among themselves, anyway, furthermore, the union reps were Italian and naturally well versed in Italian Labor Law and practices. In addition, did the people at headquarters understand the unique nature of the European shops?
- The need for cross – cultural training
- The need for a true internal labour market to better deploy competent individuals in the future

Questions:

- a) What do you think Aldo should do to increase retention in the Italian shop?(10 marks)
- b) Comment on employee socialization in the Italian shop. (10 marks)

- c) To what extent do you think that cultural differences can be resolved through Training and Development programs?
(15 marks)

QUESTION TWO

- a) Does it really matter whether the most senior HR person is on the Board of Directors, or are personal relationships, political alliances and personal track records more important?
(10 marks)
- b) It could be argued that the selection process identifies candidates who are competent in the selection process rather than candidates who are most competent to perform the job offer. Discuss in relation to all forms of selection.
(10 marks)

QUESTION THREE

- a) 'Outsourcing may be an effective solution to the medium term, but it brings short term disruption and long term damage to organizational capability and success'. To what extent do you agree or disagree with this statement?
(10 marks)
- b) Do you think it is possible to identify 'best practice' in payment policy? What elements would you consider should make up any such package?
(10 marks)

QUESTION FOUR

- a) If learning is an individual process, why is so much training done in groups? What are the implications of moving towards more individualised learning?
(10 marks)
- b) 'There has always been a debate about the extent to which day-to-day HR activities should be shared between the professional function and the line. In essence, nothing has changed.' Comment.
(10 marks)

QUESTION FIVE

- a) Discuss the advantages and disadvantages of online recruitment from an employer's point of view?
(10 marks)
- b) Can an HRM manager from one culture carry out a line management role working in a different culture?
(10 marks)