



KIBABII UNIVERSITY

UNIVERSITY EXAMINATION ACADEMIC YEAR 2020/2021

FIRST YEAR FIRST SEMESTER REGULAR EXAMINATION

MASTERS OF EDUCATION IN EDUCATIONAL MANAGEMENT AND POLICY STUDIES

COURSE CODE: EPM 833

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

DATE: MONDAY 19TH JULY 2021 TIME: 2:00-5:00 PM DURATION: 3HOURS

INSTRUCTIONS TO CANDIDATES

Answer Question One (compulsory) and Any other TWO (2) Questions

KIBU observes ZERO tolerance to examination cheating

This Paper Consists of 3 Printed Pages. Please Turn Over. ➡



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Knowledge for Development

Answer Question One (compulsory) and Any other TWO (2) Questions

1.

i) **CASE STUDY**

Bitter it may taste, shrill it may sound, and sleepless nights it may cause, but it is true. In a major shake up Airbus. The European aircraft manufacturers has thrown a big shock to its employees. Before coming to the details of the shock, a peep into the company's resume.

Name Airbus

Created 1970

President CEO : Vijay M.

Employees 57000

Turnover 26 Bn (Euro)

Total Aircraft sold (Feb 2007) 7187

Delivered 4598

Headquarters Paris (France)

Facilities 16

Rival Boeing

Airbus announced on February 27, 2007 that it would shed 10,000 jobs across four European countries and sell six of its units. On the same day the helpless workers did what was expected of them – downed tools and staged protests. The protesting workers at Airbus's factory at Meaulte, northern France, were seen picketing outside the factory gate after holding up production a day earlier. To be fair to Airbus, its management entered talks with unions before the job loss and sale was formally announced. But the talks did not mollify the agitated workers.

Job shedding and hiring of units are a part of Power and restructuring plan unleashed by Airbus to save itself from increasing loss of its ground to the arch rival, Boeing Co.

Airbus Power & Strategy was first mooted in October 2006 but sparked a split between France & Germany over the distribution of job losses and the placement of future ones. Later the two countries agreed to share both job losses and new technology.

The power and plan, if finalized, would mean a 3 per cent reduction to Airbus's 55000

employee strength.

- a) Why should Power and focus on shedding jobs to save on cost?(3)
 - b) Are there no alternative strategies? discuss (4)
 - c) Will the proposed shedding of jobs and scale of six units help airbus survive the intense competition from Boeing?(4mks)
 - d) Comment on the whole issue? And suggest the best strategies and policy to be adopted to address the issues(7mks)
- ii) Evaluate the various On the job and off the job training methods commonly used in organizations (12mks)
2. a) Discuss in detail different factors that generally affect compensation decision of an organization.(9mks)
 - b) Critically evaluate the standard procedure or mechanism that an organization follows for determining Wage and salary structure together with the rationality attached with each step.(11mks)
3. a) Discuss job Analysis and clearly point out its role in selection and placement of employees. (10mks)
 - b) Discuss the steps you would suggest to promote industrial harmony in Kenya. (10 mks)
4. a) Evaluate the different factors that generally affect compensation decision of an organization.(8mks)
 - b) Using examples discuss the process and methods of performance appraisal in organizations that operates in a competitive markets (12mks)