

KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS 2021/2022 ACADEMIC YEAR FIRST YEAR FIRST SEMESTER

MAIN EXAMINATION

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

COURSE CODE: MBA 801/HRM 801

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

DATE: 09/06/2022 TIME: 9.00AM – 12.00AM

INSTRUCTIONS TO CANDIDATES

- ANSWER QUESTION **ONE** (COMPULSORY) AND ANY OTHER **THREE** QUESTIONS
- QUESTION **ONE** ATTRACTS **40 MARKS**
- ALL OTHER QUESTIONS ATTRACT EQUAL MARKS **20 MARKS**
- TIME ALLOWED IS **THREE** HOURS

QUESTION ONE

Granite Dairy Limited is a network of companies that offers a wide range of products and services in the dairy farming sector. Currently the company is rated among the largest privately-owned dairy firms in Kenya. The company has a staff of 500 employees out of whom 400 are on permanent terms of employment, while 100 are engaged on temporary terms.

The company made a turnaround following the appointment of Dr. Letting as the Managing Director. To cut on operational costs and enhance efficiency, the Management Director advised the Board to adopt a flatter, customer-centric structure. In implementing the structure, the company merged several functional units based on their work similarity. After situational analysis, Mr. Mark was recruited to the position of a Human Resource Director, a newly created position in the organization. His role included realigning of the human resource strategy with the overall business strategies. Mr. Mark underscored the importance of competitive rewards in attracting and retaining top talent, enhancing employee engagement and performance in Granite Dairy Limited.

Mr. Mark recommended to the Board conducting job analysis and use of total reward approach. He further suggested that in order to attract and retain talented workforce, it was important to offer an equitable and competitive reward package. He reasoned that such interventions were necessary to meet diverse needs of the workforce and to improve employee value proposition and ultimately provide a tangible return on investment to the company.

The Director led the department in implementation of the recommendations and his first assignment entailing conducting a job analysis exercise. He spearheaded the adoption of total rewards approach. Over time, the management adopted the use of automation in performance management. The company has successfully navigated through a volatile environment characterized by price fluctuations, unpredictable weather patterns and changing government regulations. Its resilience has been attributed to the management's commitment to improve efficiency and effectiveness in addition to the establishment of a competitive reward system.

- a) What is the importance of establishing and maintaining an equitable and competitive rewards to employers? (10 marks)
- b) What will Mr. Mark consider when determining fixation of wages and salary for the employees? (10 marks)
- c) Discuss why it was important to align Human Resource Management strategies to the overall business strategies. (10 marks)
- d) Illustrate five benefits Granite Dairy Limited stands to gain by analyzing its jobs. (10 marks)

QUESTION TWO

- a) Human Resource Management is assuming more critical role today. Identify five (5) reasons for increased recognition of Human Resource Function in organizations. (10 marks)
- b) Modern organizations are embracing employees working from home. Discuss five (5) benefits that accrue to organizations that allows employees to work from home. (10 marks)

QUESTION THREE

- a) Explain steps that a Human Resource Manager should take to address poor performance in an organization. (10 marks)
- b) "Industrial Accidents are expensive". Describe the various causes of these accidents and suggest measures that an employer should take statutorily as well as voluntarily for the prevention of accidents. (10 marks)

QUESTION FOUR

- a) Human Resource Planning ensures that the human resource requirements of an organization are identified and plans made to satisfy the requirements. Discuss Elements of Human Resource Planning. (10 marks)
- b) Evaluate measures that organizations should put in place to address a bloated workforce. (10 marks)

QUESTION FIVE

- a) Employee welfare is critical in Human Resource Management. Discuss types of welfare services that can be provided to employees. (10 marks)
- b) The role of human resource department has changed over time. Explain five such changes. (10 marks)