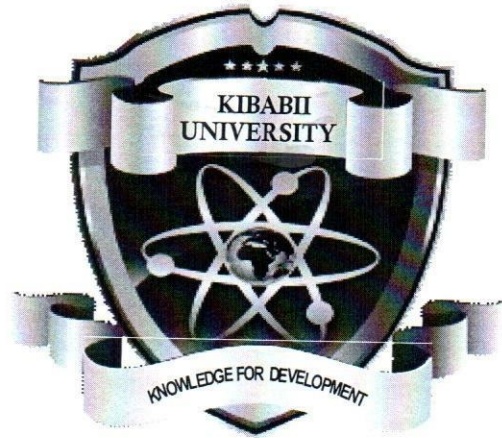


KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS 2021/2022 ACADEMIC YEAR SECOND YEAR FIRST SEMESTER

MAIN EXAMINATION

FOR THE DEGREE OF MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

COURSE CODE: HRM 821

**COURSE TITLE: CONSULTANCY IN HUMAN
RESOURCE MANAGEMENT**

DATE: 06/06/2022 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

Coke is the most recognized trade mark in the world today. It is a company that has built its success on its trade mark reputation. This has been achieved through a highly centralized decision-making systems and a strong culture that is systematically disseminated and jealously guarded. The company hires new college graduates with little or no corporate experience and provides them with intensive training. Jobs at the coke company are secure, virtually lifetime promotion for effective performers, systems of promotion from within. The organizational culture is often described as family like, with a high degree of employee loyalty. Decision making is centralized and performance is evaluated at the company or division level.

The Pepsi Company on the other hand, markets itself more on the basis of reasonable price leader and tries to find a new generation of consumers. However, the real situation on the ground is that coke uses hotels and restaurants that are focused more on the individual consumers as well. Given its marketing strategy, Pepsi faces a much more diversified and complicated set of management challenges. It needs more innovative ideas to identify the market niches, and it needs the ability to move faster. To achieve this, Pepsi hires employees with experience and advanced degrees, high performing people who will bring big ideas with them. In particular Pepsi brings in advanced expertise. However, compared to coke, Pepsi employees are less loyal, and what really unites them is the performance that is evaluated at the individual level.

Required;

- a) Pepsi has contracted you as the consultant to help address the challenges facing it. Briefly explain the role you will play to help address the problem [10 marks]
- b) Describe the role Pepsi will play in the whole client relationship [10 marks]
- c) Briefly explain any **Five** Human Resource Strategies that both companies may need to adopt so as to achieve their business strategic objectives [10 marks]
- d) Pepsi's management intends to implement a new HR's corporate strategy in her production department. Describe the considerations the HR manager would take into account a before implementing the strategy [10 marks]

QUESTION TWO

- a) As a consultant, it is important to join a professional body in your area of consultancy. Explain [10 marks]
- a) XYZ Ltd is considering improving the effectiveness of its human resource activities. A human resource consultant has advised the company to adopt strategic human resource management. Briefly outline any Five Essential Skills that you may require for a better application of SHRM practice [10 marks]

QUESTION THREE

- a) Company ABC has invited proposals from qualified consultants to undertake job evaluation for the company. Examine the procedure involved in the exercise [10 marks]

- b) Certain ethical considerations are important in human resource consultancy. Explain the ethical guidelines in consulting [10 marks]

QUESTION FOUR

- a) As a Human Resource Consultant, you are required to enter into a contract to develop a Human Resource Policy manual to address the challenges facing a high-tech company operating in Kenya. Outline the contents of your contract [10 marks]
- b) Briefly explain any five pricing strategies that you will likely employ in your discussion with the client before you finally sign the contract [10 marks]

QUESTION FIVE

- a) Experience has shown that successful marketing of consulting services is guided by certain general principles. Briefly explain [10 marks]
- b) Explain the importance for writing a management consultancy proposal [10 marks]