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# KIBABII UNIVERSITY



## UNIVERSITY EXAMINATIONS 2021/2022 ACADEMIC YEAR FIRST YEAR FIRST SEMESTER

### MAIN EXAMINATION

### FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

**COURSE CODE: MBA 801**

**COURSE TITLE: HUMAN RESOURCE MANAGEMENT**

**DATE: 25/01/2022**

**TIME: 2.00PM – 5.00PM**

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#### INSTRUCTION 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**)
- KIBU observes **ZERO** tolerance to examination cheating

## QUESTION ONE

### MALI MALI LIMITED

Mali Mali Limited is a leading shoe company in Kenya located in Nyeri town. The Company was established in 1950 with the main aim of selling shoes for the export market. The company also supplies shoes to outlets in Kenya and it has grown steadily from 46 employees since its inception to a current staff establishment of 800 employees. The company has four departments headed by departmental managers. The departments are management, finance, production and security.

Mr. Rajab is the Managing Director and holds an Engineering Degree. He has worked for the company for the last six years. In the recent past, the company profitability dropped to Kshs.60 Million from Kshs.134 Million. In a meeting with the Board of Directors, Mr. Rajab recommended that a consultant company should be hired with the following terms of reference:

- i. Review of the Staff Establishment
- ii. Assess the productivity of employees
- iii. Recommend Human Resource Intervention Strategies to address the organization's challenges.

The Management Department is headed by a Human Resource Profession with over ten years' experience. When asked by Mr. Rajab she indicated that the decision made by the Board of Directors was in order and would help top management make informed decisions. In order to hire a consultant, Mali Mali Limited decided to advertise on its website. The advertisement read "Request for Human Resource Consultancy Services for Rationalization and Transformation". After the advertisement for consultancy services was posted on the website, anxiety was noticed amongst the employees. Rumours started making rounds in the organization that the organization was experiencing financial problems hence the need for reduction of staff to reduce operational costs.

Three days after the advertisement was posted, the workers through their Shop Steward indicated that they had not been informed of the action of hiring of the consultancy services in the organization. Mr. Rajab responded by saying that the decision had been taken by top management and added that there was no need for informing the employees. The workers through their Shop Steward promised to resist changes that may be brought about by the consultant to be hired.

Mr. John Baki was hired as the consultant. The report from consultant indicated that though the organization had a well formulated human resource strategic plan, it was not adhered to in the organization when making decisions. The report further indicated that due to lack of succession plan, processes did not flow. The report also revealed that there was a mismatch between job descriptions and specifications. There was also no clear job duty assignments and performance management was only done once at the end of the financial year.

When the Managing Director received the report from the consultant, he sent it to the Human Resource Manager with a note "please study the report and advice".

- a) Assess the factors that made the employees to resist efforts that were being made to hire a consultant in the organization. (10 marks)
- b) If you are the Human Resource Manager, explain what you would include in your advice to the Managing Director. (10 marks)
- c) Describe the contents of a job description. (10 marks)
- d) Examine how human resource policies and practices that were existing in Mali Mali Limited had affected its performance (10 marks)

#### QUESTION TWO

- a) Equal opportunity policies are key in contemporary organizations, outline strategies that Human Resource Department may put in place to promote diversity in a work place (10 marks)
- b) As a Human Resource Professional, explain the factors you would consider when developing an employee retention strategy. (10 marks)

#### QUESTION THREE

- a) As a Human Resource practitioner discuss the advantages and disadvantages of any three internal sources of manpower supply. (10 marks)
- b) Human resources planning is an important managerial function for it ensures the employment of right type of people, in the right number, at the right time and place. Why is Human Resource Planning more common among larger organization than smaller ones? (10 marks)

#### QUESTION FOUR

- a) Many companies are now concerned on how to manage people efficiently to improve competitive advantage. Describe trends of Human Resource Management Today. (10 marks)
- b) Management of XYZ has decided to outsource some of its Human Resource Functions. Justify this decision. (10 marks)

#### QUESTION FIVE

- a) Olive Technologies is currently conducting a survey on wage and salary administration. Discuss internal factors that affect employee remuneration. (10 marks).
- b) You have been requested by the Human Resource Manager to carry out training needs analysis for staff. Explain how training needs of employees in an organization can be identified. (10 marks).