



MACHAKOS UNIVERSITY

University Examinations for 2019/2020 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

FIRST YEAR FIRST SEMESTER EXAMINATION FOR

MASTER OF BUSINESS ADMINISTRATION

BBA 822: HUMAN RESOURCE MANAGEMENT

DATE: 11/12/2019

TIME: 9.00-12.00 PM

INSTRUCTIONS:

Answer Question ONE and any other THREE Questions.

A) A DAY IN THE LIFE OF ALEX SIMONOV

Before his morning coffee break, Alex Simonov finished his daily reports and taught the new kid how to file. During his coffee break, he sat with two of his subordinates and asked for their ideas about some new equipment he was thinking of purchasing. They gave him several ideas he hadn't thought of and alerted him to some possible alternative machines. Returning to his office, he contacted the manufacturer and asked for their catalogs. As he finished his last call, Sylvia entered his office with a frown on her face. After some friendly conversation, she finally explained her problem: "Mr. Simonov, I can't work at my desk any longer. That chair is wobbly and squeaks every time I move in it. It's driving me crazy and has been for weeks "Why have you waited so long to tell me this, Sylvia?" "I know you're busy and we have a cutback on our departmental budget. I didn't think you could do anything. But now I'm desperate!" "I'll take care of it. Give me a day or two, will you?" "Sure. Thanks, Mr. Simonov. "No sooner had Sylvia left than his telephone rang. It was Alice Goulos from the neighboring office. Alice and Alex discussed their views on their bosses' proposals for the expansion of their facilities and finally agreed on a united approach. They formulated their counterproposals and recorded their justifications for them. Over lunch, Alex talked with his boss about the staff retirement party for Lisa Gardino. Several other managers joined their table and the conversation turned to sports, then to politics, and finally to the future of the economy. After lunch, Alex met with the personnel director to discuss filling the vacancy in his department. The two agreed on an up-to-date job description and its specifications. Alex was promised some candidates to interview within ten days.

Returning to his office, Alex worked on his subordinates' appraisals. He referred to his notes, in which he had recorded major and minor events as they had unfolded over the past several months. Alex kept detailed notes about project assignments, their due dates, and the results of subordinates'

efforts. He used his own rating scale from 1 through 6, 6 being the highest rating for a given project completed on time and in perfect shape. Looking ahead on his calendar, he blocked out time for several interviews during which the results of his efforts would be shared. His day ended with a discussion at the desk of one of his subordinates. Alex explained to Jonah Watson that the company was gearing up for another class in its management training program and was looking for qualified applicants. Alex suggested that Jonah would certainly qualify and could attend if he was interested in doing so. Alex would write the recommendation and reschedule the work so that Jonah could attend. It was nearly 6 P.M. when Alex left for home.

REQUIRED

- a) As personnel management consultant, Alex seeks your advise on methods to conduct job analysis to establish appropriate job descriptions and person specifications . Citing scenarios where applicable, explain to him five such methods. (10 marks)
- b) Investigations have revealed that human resource planning (manpower planning) is always a core undertaking in this company. Explore any five advantages of undertaking this exercise (5 marks)
- c) The organization has been using an internal recruitment policy. A human Resource Consultant has however advised the management to adopt an external recruitment policy to help deal with some of the personnel management challenges that the organization is currently facing. Argue for the adoption of external recruitment policy in organizations (5 marks)
- d) Alex explained to Jonah Watson that the company was gearing up for another class in its management training program and was looking for qualified applicants. Account for management Development. (5 marks)
- e) The company is preparing a retirement party for its employees. This is only one phase of the retirement process. Discuss all the phases of this process. (10 marks)
- f) Many organizations are finding it difficult to retain talented staff. Explain the steps that Alex organizations should take to ensure that it becomes “institution of choice” (5 marks)

QUESTION TWO (20 MARKS)

- a) “Human resource management is a shift in management paradigm in the 21st century” Compare and contrast human resource management and personnel management in this effect. (8 marks)
- b) Human resource management is multi-disciplinary in nature. Explain (7 marks)
- c) Discuss any five goals of human resource management (5 marks)

QUESTION THREE (20 MARKS)

- a) Performance management is a process. Discuss (6 marks)
- b) There is often a feeling among employee that their performance is not evaluated objectively. Giving appropriate examples explore four performance rating errors that can be committed by appraisers (4 marks)
- c) Human resource policies are the foundations of management decisions on human resource management matters. As a human resource management consultant,
 - i. Explore the steps that you would follow when developing such policies (5 marks)
 - ii. Explain five sources of such policies (5 marks)

QUESTION FOUR (20 MARKS)

- a) Human resource auditing is one of the pervasive functions in human resources management. Briefly discuss the **four** approaches used in this function. (6 marks)
- b) Explain any three external and three internal determinants of an organization's wage and salary policy. (6 marks)
- c) As a human resource management consultant, explain four emerging issues in the management of human resources outlining what can be done to cope with these challenges. (8 marks)

QUESTION FIVE (20 MARKS)

- a) A newly established firm has sort your assistance in the area of human resource planning. Citing relevant scenarios, advise the management of the firm on any eight interventions that they may institute to meet the human resource needs. (4 marks)
- b) Discuss any four methods of conducting human resource planning (6 marks)
- c) Stating when appropriate explain four approaches that interviewers may use when conducting interviews. (4 marks)
- d) The firm is in a dilemma whether to use selection tests or interviews. Explore three advantages and three disadvantages of their using either selection tests or interviews. (6 marks)