



# **MACHAKOS UNIVERSITY**

**University Examinations for 2019/2020 Academic Year**

**SCHOOL OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**FIRST YEAR SECOND SEMESTER EXAMINATION FOR**

**DOCTOR OF PHILOSOPHY IN BUSINESS MANAGEMENT (HR OPTION)**

**BBA 923: HUMAN RESOURCE DEVELOPMENT**

**DATE: 2/12/2019**

**TIME: 9.00-12.00 PM**

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## **INSTRUCTIONS:**

**Answer Question ONE and Two (compulsory) and any other TWO Questions.**

### **QUESTION ONE (30 MARKS)**

#### **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) With reasons describe Alex Simonov leadership style (3 marks)
- b) How has Alex demonstrated each of the path-goal theory leadership behaviors? (5 marks)
- c) Where would you place Alex on Blake and Mouton's Leadership Grid? Justify your answer. (2 marks)
- d) Discuss types of power used in organizational leadership. (5 marks)

B The central view of organizational development is that OD has the capability of unleashing human expertise , resulting in improvements at the organization, process and work groups and individual levels. in view of this statement:

- a) Discuss the major steps in the Action research process which is considered as the foundation of most organizational development (OD) interventions (9 marks)
- b) Explore any two organizational development interventions each at individual, group and organizational levels outlining issues that could necessitate such interventions. (6 marks)

### **QUESTION TWO (20 MARKS)**

- a) Although change is the only constant, its implementation is always resisted in organizations.
  - i. As a consultant in change management, explain practical steps how an organization can adopt Cumming and Worley 2001 change model to effectively manage change in an organization. (10 marks)

- ii. Explain five any strategies that managers use to minimize resistance to change in organizations. (10 marks)
- b) Discuss any four perspectives of human resource development (10 marks)

**QUESTION THREE (20 MARKS)**

- a) Training for performance system (TPS) originally developed by Richard A. Swanson in 1978 is a process for developing human expertise for the purpose of improving organization, process and individual performance. Analyze the main steps within the process phases of the TPS. (10 marks)
- b) There has been a paradigm shift from classroom learning to electronic learning (e-learning). However this has not been without its challenges. Explain this observation. (10 marks)

**QUESTION FOUR (20 MARKS)**

Most of the HRD thinking is dominated by two paradigms, the learning and performance paradigms. Briefly discuss these paradigms and their views and outline five core theoretical assumptions of each.

**QUESTION FIVE (20 MARKS)**

- a) Discuss the three main theoretical foundations of human resource development (HRD) (15 marks)
- b) Explore any five emerging issues in human Resource development (HRD). (5 marks)