



MACHAKOS UNIVERSITY

University Examinations for 2018/2019 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

SECOND YEAR SECOND SEMESTER EXAMINATION FOR

BACHELOR OF COMMERCE

BBA 420: CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT

DATE: 8/5/2019

TIME: 11.00-1.00 PM

INSTRUCTIONS: Attempt Question ONE and any other TWO question

QUESTION ONE (COMPULSORY) (30 MARKS)

Read the case study below and answer question one

RISE AND FALL

Jagannah (Jaggu to his friends) is an over ambitious young man. For him ends justify the means. With a Diploma in Engineering Jaguu joined, in 1977, a Bangalore-based company as a Technical Assistant. He got himself enrolled as an evening college student and obtained his degree in Engineering in 1982. Recognizing his improved qualification, Jaguu was promoted as Engineer-sales in 1984.

Jaguu excelled himself in the new role and became the blue- eye boy of the management. Promotion came to him in quick succession. He was made manager –sales in 1986 and a senior manager-Marketing in 1988

Jaguu did not forget his academic pursuits .After being promoted as Engineer-sales, he joined an MBA (part-time) programme. After completing MBA, Jaguu became a Ph.D., scholar and obtained his doctoral degree. In1989.

Functioning as senior-manager-Marketing, Jaguu eyed on things beyond his jurisdiction. He started complaining against Suresh the section head and Prahalad the unit chief (both production) with Ravi, the EVP (Executive-Vice president) The complains included, delay in executing orders, poor quality and customer rejection. Most of the complains were concoted.

Ravi was convinced and requested Jaguu to head the production section so that things could be strengthened. Jaguu became the section head and Suresh was shifted to sales.

Jaguu started spreading his wings. He prevailed upon Ravi and got sales and quality under his control, in addition to production. Suresh, an equal in status, was now subordinate to Jaguu. Success had gone to Jaguu's head. He had everything going in his favour-position, power, money and qualification. He divided workers and used them as pawns. He ignored Prahalad and established direct link with Ravi. Unable to bear the humiliation, Parahalad quit the company. Jaguu was promoted as the General Manager. He became a megalomaniac.

Things had to end at some point. It happened in Jaguu;s life too. There were complains against him. He had inducted his brother in-law, Ganesh, as an engineer. Ganesh was by nature corrupt. He stole copper worth 1M and was suspended. Jaguu tried to defend Ganesh but failed in his effort. Corruption charges were also levelled against Jaguu who was reported to have made a half a million for himself.

On the new-year day of 1993, Jaguu was reverted back to his old position. –sales. Suresh was promoted and was asked to head production. Roles got reversed. Suresh became boss to Jaguu.

Unable to swallow the insult, Jaguu put in his paper.

Back home, Jaguu started his own consultancy firm claiming himself as an authority in quality management. He poached on his previous company and picked up two best brains in quality.

From 1977 to 1993, Jaguu had a steep rise and a sudden fall. Whether there would be another hump in the curve is a big question.

- a) Explain the principles of promotion that were employed in promoting Jaguu. (5 marks)
- b) Discuss the role that the Human Resource Practitioner could have effectively played if they employed one at Bangalore-based Company. (10 marks)
- c) Discuss the ethical issues involved in Jaguu's behavior (5 marks)
- d) State FIVE accusations by Jaguu to his friends that escalated the poor relations between them (5 marks)
- e) Career development of an individual is aimed at empowering him or her. Argue for or against this activity in regards to the above case. (5 marks)

QUESTION TWO (20 MARKS)

- a) Explain the effects of stress and the various ways that can be embraced by employees to manage it. (10 marks)
- b) Discuss the significance of Psychological Contracts in an Organization. (10 marks)

QUESTION THREE (20 MARKS)

- a) Describe the process of Human Resource Management research (10 marks)
- b) Explain FIVE ways an organization can use to empower its employees (10 marks)

QUESTION FOUR (20 MARKS)

- a) Discuss John Kotter's model of change. (10 marks)
- b) Discuss the advantages and disadvantages of outsourcing services by an Organization (10 marks)

QUESTION FIVE (20 MARKS)

- a) Explain ethical principles that may be used by the Human Resource practitioner in an effort to exercise corporate social responsibility in the Organization (10 marks)
- b) Discuss the advantages and disadvantages of an internal whistle-blowing programme (10 marks)