



MACHAKOS UNIVERSITY

University Examinations for 2016/2017 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

EXAMINATION FOR MASTER OF BUSINESS ADMINISTRATION

BBA 822: HUMAN RESOURCE MANAGEMENT

DATE: 1/8/2017

TIME: 10:00 – 1:00 PM

INSTRUCTIONS:

Answer Question **One (compulsory)** and any Other **Three** Questions

PATRICIA'S DILEMMA

Patricia is the Human Resource Manager of a large parastatal. She is expected to provide policy guidelines in all matters relating to human resource management. This includes hiring, training, promotions, managing diversity as well as separations among others. She is along serving employee of the parastatal and has survived the murky waters of organizational politics.

The parastatal observes very high standards in the recruitment of employees and insists on a first degree as the minimum qualification together with some professional qualification for any managing position. The parastatal actively supports individual efforts of self-development and promotes those who attain relevant credentials.

Like many parastatal, Patricia's is highly overstaffed with majority of the employees not able to identify their job descriptions because induction training is not undertaken. There is need to rationalize the staffing levels in the parastatal and Patricia is expected to undertake and complete this task. The rate of absenteeism is too high and Patricia has to do something about it.

REQUIRED

- a) As personnel management consultant, Patricia seeks your advise on methods to conduct job analysis to establish appropriate job descriptions and person specifications . Citing scenarios where applicable, explain to her **five** such methods. (10 marks)
- b) Investigations have revealed that human resource planning (manpower planning) has not been carried out in this organization for over ten years thus hiring is at the whim of the leadership. Explore any **five** advantages of undertaking this exercise (5 marks)
- c) The organization has been using an internal recruitment policy. Patricia 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) Account for employee induction (5 marks)
- e) Many organizations are finding it difficult to retain talented staff. Explain the steps that organizations should take to ensure that they become “institutions of choice” (5 marks) .
- f) Prepare a job advertisement for a position in an organization of your choice. (10 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) Explore the steps in an effective performance appraisal process (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 **six** interventions that they may institute to meet the human resource needs (3 marks)
- b) Discuss any four methods of conducting human resource planning (6 marks)
- c) Analyse the process of employee selection (4 marks)
- d) Stating when appropriate explain **four** approaches that interviewers may use when conducting interviews. (4 marks)
- e) Explore three advantages and **three** disadvantages of selection tests. (3 marks)