



**TECHNICAL UNIVERSITY OF MOMBASA**  
***Faculty of Business & Social Studies***

DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR  
MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT  
MASTERS IN BUSINESS ADMINISTRATION

**BHR 5203: HUMAN RESOURCE EMPLOYMENT**

END OF SEMESTER EXAMINATIONS

**SERIES:** APRIL 2015

**TIME:** 3 HOURS

**INSTRUCTIONS:**

- Answer question **ONE (Compulsory)** and any other **THREE** questions
  - Do not write on the question paper
- This paper consists of Two printed pages*
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**QUESTION 1**

Round the World Yacht Races have been around for year but the Telkoms 2010 Global challenge was particularly interesting for research into leadership and teams that took place in the race. The race's 12 identical Yachts provided a wonderful laboratory to discover what made the difference between more or less successful boats – the impact of people on performance. Each team agreed to complete self-report questionnaires and be interviewed.

It turned out that the gap between winning and losing was largely down to leadership and teamwork resulting in skill navigation.

**Required:**

- a) Discuss what made the difference between success and failure in each team. **(10 marks)**
- b) Discuss what constitutes high performance work teams (HPWT) and what makes them successful. **(15 marks)**
- c) Explain **THREE** forecasting techniques that a Human Resource Manager can use in an organization. **(5 marks)**

**QUESTION 2**

“Competing on the basis of “people quality means developing an understanding of the underlying competencies required and aligning the HR System to build those competencies”. Discuss this statement giving appropriate examples. **(25 marks)**

**QUESTION 3**

- a) The ability to appropriately transform a high performance of HRM philosophy into practice requires that HR Managers balance roles as advocated by HR specialist Ulrich (1997). Discuss the enrichment of the HR roles as advocated by Ulrich. **(13 marks)**
- b) Discuss internal factors affecting employee relations strategy. **(12 marks)**

**QUESTION 4**

“Workforce planning involves a continual review of human assets and the business ‘organizational structure’. The process identifies the skills and knowledge required at the present time. Explain the HRP process. **(25 marks)**

**QUESTION 5**

Why is it important for firms today to make their human resource into a competitive advantages? Explain how HR can contribute to this. **(25 marks)**