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# TECHNICAL UNIVERSITY OF MOMBASA

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SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

**UNIVERSITY EXAMINATION FOR:**

DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION

BHR 6102: HUMAN RESOURCE MANAGEMENT

END OF SEMESTER EXAMINATION

**SERIES: AUGUST 2019**

**TIME: 3 HOURS**

**DATE:** Pick Date Aug 2019

**Instructions to Candidates**

You should have the following for this examination

-Answer Booklet, examination pass and student ID

Attempt **Question One (Compulsory)** and Any Other **THREE** Questions

This paper consists of **FIVE** questions. Attempt Choose instruction.

**Do not write on the question paper.**

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**Question ONE**

**Question One (25 Marks)**

Read the following text and then answer the questions that follow:

Human assets of all organizations, unlike physical assets, continuously appreciate in value and abilities with proper training and experience. It is important for the management at all levels to understand the human assets in the organization, and be able to respond to their needs. In many organizations, the work of dealing with employee is handled by the Human Resource Management. The management of people at work is one of the primary keys to organizational success. A good management of employees can enhance productivity, quality and service.

Organizations are social systems, composed of roles, interactions and relationships among the people occupying various positions in the structure of management. The human beings in the

organization constitute the most resource in any organization. The need for Human Resource Management in organizations has been generating a lot of interests and will continue doing so in the 21<sup>st</sup> Century.

**Required:**

- a) Give five reasons why the need for Human Resource Management in organizations has been generating a lot of interest? (5 Marks)
- b) Why do you think it is important for Managers at all levels of management to understand the thinking reasoning of the human assets in an organization? (10 Marks)
- c) How is the proper management of the people of work out of the primary keys to organizational success? (10 Marks)

**Question TWO**

How does Human Resource Management contribute to organizational effectiveness and performance? Discuss. (25 Marks)

**Question THREE**

Compare and contrast personnel management and human resources management and highlight on the factors which affect them during the strategy formulation and implementation. (25 Marks)

**Question FOUR**

Majority of organisations in Kenya are undergoing a transformation to cope against changing needs of the environment and excelling in the business by building up adaptive capabilities for managing change proactively. Using appropriate examples, explain the role of motivation and communication on employees performance and discipline. (25 Marks)

**Question FIVE**

It is often argued that reward systems should be adjusted in line with changing organisational strategic objectives. Muller-Camen et al 2008. Discuss. (25 Marks)