



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

UNIVERSITY EXAMINATION FOR:

MASTERS IN BUSINESS ADMINISTRATION

BHR 5101: HUMAN RESOURCE MANAGEMENT

END OF SEMESTER EXAMINATION -A

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

This paper consists of **FIVE** questions. Attempt ~~Choose~~ instruction. **QUESTION IS ONE IS COMPULSORY and ANY OTHER THREE QUESTIONS**

Do not write on the question paper.

Question ONE

CASE STUDY

Munazini Ltd. was formed in 1999. The organization as a whole employs 20,000 people worldwide and produce a wide variety of beads. The market for beads is not expanding so the only way to compete is by increasing market share.

People management matters are seen as high priority in the organization and the HR director is a member of the board. The HR department policy is to integrate HR and business goals through 'best practice'. Over the last few years the role of HR has moved from being a "policing" function to more advisor function providing support to line managers i.e. putting the 'right people at right place at right time'. Pay is based on individual performance and line managers are given discretion to award within defined salary ranges. However, whilst performance should have the most impact in practice most managers tend to award similar rates to everyone.

The training policy is geared towards continuous development. On average employees have 5 days off-job training per year. The head office is non-union although trade unions are recognized in the manufacturing sites. Other forms of employee representation include various working teams and a health and safety committee.

Munazini Ltd. has recently become concerned that it has huge amount of latent talent that is not fully utilized. Employees are not always very enthusiastic about company initiatives and need to be pushed to get more involved. People in lower levels are perceived as not doing enough quality work and exit interviews suggest that people would like to be a little bit more stretched. On the hand mangers are stretched: often this is because initiatives are driven from the top, managers need to report back and therefore end doing a lot of monitoring.

Required:

- (a) What can Munazini Ltd. do to manage talent of their employees? (10 Marks)
- (b) Explain what is Human Capital and its role in development of an organization or country. (8 Marks)
- (c) Explain three methods Munazini Ltd. can use in performance management (7 Marks)

Question TWO

- (a) The role of Human Resource Management in the new millennium has changed tremendously. Discuss emerging trends in Human Resources Management. (15 Marks)
- (b) Although employee welfare have helped enhance employee productivity there is a contrasting school of thought which is of the opinion that employee welfare does not always lead to tangible benefits. Citing examples, discuss this in the context of Kenyan organizations. (10 Marks)

Question THREE

- (a) Organizations carry out reforms or restructure through Downsizing and Delayering to minimize cost and to enhance effective communication. Critically evaluate the consequences of downsizing to employees. 15 Marks)
- b) Discuss the importance of manpower planning in an organization of your choice. (10 Marks)

Question FOUR

- (a) Critically analyze and evaluate what is strategic human resources management and its importance in human resource. (15 Marks)
- b) Poverty anywhere constitutes a danger to prosperity everywhere.” Discuss how this principle inspires the Trade Union leadership. (10 Marks)

Question FIVE

- a) Career management is the combination of structured planning and the active management choice of one's own professional career. Discus career development model in light of graduated student from an institution of higher learning in Kenya. (15 Marks)
- b) Discuss the concept of Social Capital and its implication to the organization. (10 Marks)