



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

UNIVERSITY EXAMINATION FOR:

MASTERS IN BUSINESS ADMINISTRATION

BHR 5101: HUMAN RESOURCE MANAGEMENT-B

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

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

Patana Company Ltd, a pioneer in designing outdoor apparel received some 900 resumes for every vacancy. Shell seeks dedicated and passionate employees, restricting the applicant pool to sports enthusiasts, athletes, or environmental activists. Believe it or not, the company has a mere 4% turnover rate. Its culture is based on its environmental, moral, ethical, and philosophical culture, and therefore, it hires like-minded people for careers based on psychological, not financial success.

Worker satisfaction is important at Patana Ltd. Four keystone projects help employees derive satisfaction at work. First, the “Let my people surf” motto adapts a “do it while you can” philosophy. Employees enjoy a flexible schedule and can leave their workplace at any time to pursue their passion. If the spirit moves them an employee can leave work to go fishing or surfing. Second Patana’s apprenticeship program allows employees an 8 weeks break to work for a community development organization of their choice. On occasion, some employees have completed their apprenticeship and left the company to take their cause as full-time activists.

The organization emphasis on growing employees into good people, not just into cogs in the wheel of their company, means that they consider this as much a successful outcome as if the employee in question returned for another five years. The third major employee benefit, the on-site child care program, offers employee opportunity to bring their children to work in a nurturing and safe environment. Employees can visit their children during the workday, and the child care facility is integrated into the life of the offices surrounding it. Finally, the company has imposed a “green tax” on itself through its 1% for the earth program.

The company also sponsors a foundation run by employees. Every 18 months, the foundation holds a seminar for advocacy groups who lack sophistication in writing and executing business plans. By the end of the workshop, after being trained by the employees these groups leave with a business plan.

Given these unique employee benefits, it’s no wonder surprise that COYA has named Patana Ltd one of the best companies to work for, nor that the company needs to undertake little recruiting for employees. With this kind of work environment, Patana Company Ltd ensures that it will continue to enjoy its extremely high reputation as an employer.

Required:

- (a) Discuss the main reasons that would make an organization be an “employer of choice” (10 Marks)
- (b) People are an organization’s most important asset. How does Patana Company Ltd let employees know how important they are? (8 Marks)
- (c) Discuss qualities of a successful manager? (7 Marks)

QUESTION TWO

- (a) Evaluate the different aspects of organization programs and plans that can influence reward strategies and policies (10 Marks)
- (b) Explain Five external factors that can affect the process of Performance Appraisal within an organization. (15 Marks)

QUESTION THREE

- (a) “The purpose of the strategic human resource process is to get optimal work performance that will help the company’s mission and goals.” Explain the strategic human resource process. (15 Marks)
- (b) Describe Five types of selection tools that can be used by the human resource manager for selection of applicants. (10 Marks)

QUESTION FOUR

- a) Change can involve any part of the organization. Explain FIVE areas in which change is most apt to be needed in an organization. (15 Marks)
- b) What is Attitude? Discuss the components that make up Attitude. (10 Marks)

Question FIVE

- a) Organizations are under constant pressure to produce goods and services, of the right quality and the right price, as and when customers want them. This pressure can often mean that new ways of working have to be found to make the best use of staff and other resources. Discuss the concept of managing flexible work patterns. (15 Marks)
- b) Why are reward management systems critical to strategic human resource management? How can organizations develop reward systems strategically? (10 Marks)