



TECHNICAL UNIVERSITY OF MOMBASA

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.

QUESTION ONE

Career planning has always been a pretty low-priority item in Kenya, since “just getting workers to come to work and then keeping them honest is enough of a problem”, as Peter likes to say. Yet Caroline thought it might not be a bad idea to give some thought to what a career planning program might involve in Kenya. Many of the employees had been working for years in dead-end jobs and she frankly felt a little badly for them. Perhaps we could help them gain a better perspective on what they want to do,” she thought. And she definitely believed that the Public Service Commission of Kenya needed better career direction if Kenya was to develop and grow with vision 2030 in mind.

- a) What would be the advantages to Kenya for setting up a career planning program? (5 marks)

- b) Outline and describe the career development program you would propose for the clerical officers and the middle level managers in the civil service. (20 marks)

QUESTION TWO

- i) In knowledge management economy, HR practitioners should be helping their organizations to ensure the creation and application of business-relevant knowledge in workplace. Outline and justify the kind of help that the HR Staff in your organization should provide. (10 marks)
- ii) The following question was posed by Swart et al on knowledge intensive firms. "What are the key characteristics of knowledge intensive organization?"

Discuss with illustrations on the possible answers to the question. (15 marks)

QUESTION THREE

- i) In view of the administration of a leading company in Kenya, review the merits and demerits of training:
- a) On the job
b) Off the job (8 marks)
- ii) Distinguish between on training policy and training procedures. (4 marks)
- iii) Discuss the type of development activities that middle managers should undertake. (8 marks)
- iv) Critically evaluate the concept of a learning organization. (5 marks)

QUESTION FOUR

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

QUESTION FIVE

Broadly defined, technology is the application of scientific knowledge to solve practical problems in industry, commerce, business services, public services, and the world of work.

- a) Using UP TO THREE specific examples, critically evaluate how technology is being used in your organisation to promote improved efficiency and effectiveness. (10 Marks)
- b) Examine the impact of these technologies on how work is organized and managed in your organisation. (15 Marks)