



PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL
LEADERSHIP DEVELOPMENT**

SEPTEMBER – DECEMBER 2019

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP AND GOVERNANCE

COURSE CODE: POLB800

COURSE TITLE: HUMAN RESOURCE DEVELOPMENT

EXAM DATE: WEDNESDAY 11TH DECEMBER, 2019

TIME: 7:00PM – 10:00PM

DURATION: 3 HOURS

MODE: ONLINE

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Answer question **ONE** and **any other TWO** questions

Question One (Compulsory)

Trends in the external environment are changing how we hire, who we hire, and where we hire.

- a) Define three current trends impacting business and discuss their impact on employees and business leaders. (5 marks)
- b) Discuss what HR can do to respond proactively to the changes within an organization to be ready to address these external trends? (5 marks)

Question Two

For years now, company XYZ has been consistently filling the same position with external hires due to voluntary turnover. Though it is a critical sales role, a proper evaluation of underlying issues and a plan to address the attrition issue has not been established.

- a) What, specifically, can be done in this situation to identify factors leading to high turnover? (3 marks)
- b) Explain the staffing strategies that could be best suited to improve the above scenario? (2 marks)

Question Three

You are going to meet with top management to discuss how employee engagement and organization commitment impact important organizational outcomes. What would you emphasize in making your business case as to why the company should care about its level of employee engagement and commitment? (5 marks)

Question Four

Delivery of training in the future must be done faster and more efficiently. Examine the techniques that can be used to accomplish this goal? (5 Marks)

Question Five

Performance based pay structure is what the Kenyan public service requires. Discuss (5 marks)