



PAN AFRICA CHRISTIAN UNIVERSITY

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

JANUARY-APRIL 2017

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP AND GOVERNANCE

COURSE CODE: POLB809

COURSE TITLE: Human Resource Development

EXAM DATE: THURSDAY 6th APRIL- SUNDAY 9th APRIL 2017

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer **question ONE** and Any other **TWO questions**

QUESTION ONE (Compulsory)

a) The role of Human Resource Management is connected closely with the management of human capital as economic assets within the organization. Discuss this role in terms of the various types of relationships of the workforce to management. **(6 marks)**

b) Of all the organizational issues, ethical considerations are the most difficult ones to deal with. In view of contemporary Human Resource Management concerns, examine the ethical issues that practitioners have to grapple with. **(14 marks)**

QUESTION TWO

a) The terms training and development are at times used interchangeably yet each has its own different meaning. Distinguish between the two terms, indicating their applicability to work situations and employee categories. **(5 Marks)**

b) A training need is a gap between the existing capabilities of an employee and the requirements of the job. Briefly discuss the strategic importance of training needs analysis. **(5 marks)**

Question Three

a) Motivation is the core of human resource management. Justify **(5 marks)**

b) Briefly discuss, with justification, the assumptions of McGregor's theory X and theory Y and explain how you would use this theory to improve employee engagement to their jobs. **(5 marks)**

Question Four

a) Many organizations are increasingly embracing the concept of performance management and finding it a suitable tool in reward management. Explain the concept of performance management and its application to employee compensation. **(6 marks)**

b) Briefly discuss how HR practices can be used to Manage Internal strategic change. **(4 marks)**

Question Five

a) Discuss the role of human resource management in managing workplace diversity. **(6 marks)**

b) Briefly explain the partnership between HR managers and line managers towards achievement of organizational effectiveness. **(4 marks)**