



PAN AFRICA CHRISTIAN UNIVERSITY

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF
MASTERS OF BUSINESS ADMINISTRATION**

JANUARY – APRIL 2018 SEMESTER

CAMPUS: ROYSAMBU

DEPARTMENT: BUSINESS STUDIES

COURSE CODE: MBA502

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

EXAM DATE: TUESDAY 10TH APRIL 2018

TIME: 9:00AM-12:00PM

INSTRUCTIONS

- This examination script consists of **Six (6)** questions.
- Answer Question One(Compulsory) and any other four questions
- Read all questions carefully before attempting.
- Write your **student number** on the answer booklet provided.

QUESTION ONE : COMPULSORY

WILCAR LIMITED

Wilcar Limited had a humble beginning as a family enterprise operating in the Small and Medium Enterprise sub sector of the Kenyan Economy. The company was initially managed as a family enterprise with the owner-managers carrying out all the management functions, but has since expanded both in operations and number of employees. As a result, the company is also moving towards professionalizing its management.

Most of the current 300 employees of Wilcar have been in the same grade for over six years. The top management has noticed this with concern and in a recent board of directors meeting decided to hire a Human Resource Manager to inject new thinking as well as introduce professional HRM practices into the organization. The new HR Manager has initiated training and performance management as ways of turning around the performance and career development of the existing employees. However, not much improvement has occurred and the HR manager is now proposing that most of the current employees are no longer useful to the organization and should leave.

Due to the dynamic nature of the competitive business and labour market environment, the company has adopted measures of recruiting employees mainly from the external environment in order to inject fresh skill and ideas.

Required

- a) Identify and explain the factors that may have contributed to the stagnation of employees in the same grade. (6 marks)
- b) Discuss the implications of bringing in many new employees at the same time? (12 marks)
- c) Analyse why Training and Development strategies could have failed to bring on the desired changes (9 marks)
- d) As an HR Consultant, what performance appraisal practices would you suggest to the HR manager to ensure future performance management programmes do not fail? (8 Marks)
- e) Highlight external sources of recruitment that Wilcar can use. (5 marks)

QUESTION TWO

Your organization is experiencing several challenges related to determining optimum quality and quantity of employees as well as appropriate productivity levels. As its Manager you have realized that the organization needs to conduct a Human Resource Planning exercise.

- a) Discuss the benefits to the organization of carrying out human resource planning (10 marks)
- b) What are some of the factors that limit the achievement of these benefits? (5 marks)

QUESTION THREE

- a) Remuneration is an important factor in determining the state of industrial relations in an organization. Analyze any five factors that influence the determination of remuneration levels in an organization. (10 marks)
- a) Describe the role of the various stakeholders in ensuring appropriate employee relations in a typical organization. (5 marks)

QUESTION FOUR

- a) Career planning is a process of integrating the employees' needs and aspirations with organizational requirements. By use of appropriate examples, explain the objectives of career planning. (9 marks)
- b) How does succession planning assist an organization in achieving its objectives? (6 marks)

QUESTION FIVE

- a) The establishment of an HR Policy which sets out obligations, standards of behavior and documents disciplinary procedures, is now the standard approach to meeting Managements objectives. Describe six issues that a typical organization must include in its HR policies. (9 marks)
- b) Highlight the components of a typical human resource information system. (6 marks)

QUESTION SIX

Discuss the major contemporary challenges to Human Resource Management, citing how these challenges could be overcome. (15 marks)