



MBA502: HUMAN RESOURCE MANAGEMENT

ONLINE CLASS

Instructions

- i) This exam paper contains SIX questions containing 10 marks each.**
 - ii) Answer Question 1 (COMPULSORY) and any other THREE questions**
 - iii) Read each question carefully before attempting.**
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QUESTION 1

Read the Case Study and answer the questions that follow

Dela is a branch manager of a reputed bank and has earned a reputation for efficient operations. Recently, a divisional manager telephoned and informed Dela that a new branch office was to be opened in another city. The divisional manager also informed Dela that senior management is highly pleased with the way his branch office has been functioning in the past and would like him to recommend someone from his office for promotion as branch manager to manage the new branch.

Dela started an analysis of his subordinate staff to determine who might make a good manager. He narrowed down his choice down to two employees within his office: Susan and Mark. Both Susan and Mark were in their early forties. Each had a management degree from reputed universities. Susan usually seemed more effective and considerate when dealing with customers. Both had low absenteeism record and any of them would probably make a satisfactory manager for the new branch of the bank. Dela had a perception that most people preferred male supervisors and women generally were not really interested in career and as manager, Susan might develop aggressive female tendencies. As such Martin would be an effective manager in a new workplace. Hence he recommended Martin for promotion as a branch manager in the bank's new branch.

- a. If you were Dela, whom would you recommend as head of the new branch and why? **(5mks)**
- ii. Describe three reasons why the bank management decided to recruit from within **(3mks)**
- iii. Explain two risks of promoting from outside the organization **(2mks)**

QUESTION 2

- a. Most public service has been criticized for poor performance though every year they conduct a performance appraisal. Discuss three reasons why you think performance appraisal exercise has not been very effective in the public service **(4 mks)**
- b. 360 degree has been recommended by your consultant as the outstanding performance appraisal method. Explain the arguments behind the 360 degree being one of the best appraisal methods **(6mks)**

QUESTION 3

- a. As an employee of a reputable organization, you have been asked by your boss to explain two reasons why you believe that Job enlargement is of great importance to you in enhancing your effectiveness **(4 mks)**
- b. You are one of the facilitators in a Human resource training program. You have been asked to give a presentation on the challenges facing the implementation of human resource management information systems in developing countries. Discuss three areas that you are likely to talk about **(6mks)**

QUESTION 4

- a. As a human resource manager, describe four types of tests you would employ during the employee selection process in your organization **(4mks)**
- b. Given the impact of COVID-19 pandemic, you decided to start your own company. Describe three reasons why you will not have a human resource department in your organization though it is essential **(6 mks)**

QUESTION 5

- a) Discuss any four microenvironmental factors that have a contextual influence on performance management in your organization (4 mks).
- b) Spencer is a newly registered local NGO in Kenya. For the organization to perform well, it is important that the management of the firm plan on how they will manage their employees. Explain with examples three importance of human resource planning to the management of Spencer (6 mks)

QUESTION 6

- a) Your employee has tendered their wish you terminate their services with your company with no explanation. As the boss, explain why you think it is essential to conduct an exit interview (2 mks)
- b) COVID-19 pandemic has exposed a lot of human resource issues that needs to be addressed by most of the organizations. Giving examples, discuss the emerging human resource issues that needs to be addressed (4 mks).

c) Counselling has an impact not only on the individual, but also to the organization.

Discuss THREE effects of counselling at the workplace

(4 mks).