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MASTER OF BUSINESS ADMINISTRATION

END OF SEMESTER EXAMINATIONS

ACADEMIC YEAR 2022/2023

SECOND SEMESTER

COURSE CODE: MBA 801

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

DATE: 11/08/2023 TIME : 8:00AM-11:00AM

TIME: 3 HOURS

INSTRUCTIONS TO CANDIDATES:

- Answer Question **ONE** (compulsory) and any other **THREE** questions.
- Question **ONE** attracts **40 marks**
- Time allowed is **THREE** hours
- All other questions attract equal marks (**20 marks**)

QUESTION ONE

Ojwang Group of Companies was incorporated in 2001 and started its operations in Kisumu City's industrial area with a workforce of 10 employees. The company sells new and used vehicles in addition to offering state-of-the-art auto mobile services and allied products that include engine replacement/rebuild, safety check, and towing services and an auto repair facility which is equipped with modern equipment to service both locally manufactured and imported vehicles. The group's workforce stands at 5,000 employees. It has maintained impressive performance, making it high-end auto mobile service provider. The company has survived in an environment that demands businesses to continuously develop new strategies to remain afloat in the market.

The company's comprehensive training policy outlines the strategies for promoting individual learning. The policy and procedure manuals are available to all employees besides being displayed on the notice boards. The training philosophy and policy are aimed at addressing employees' career needs as well as improving the company's performance. The management is committed to making the company an attractive place in which to work and hence has adopted a systematic training and development approach aimed at enhancing employees' knowledge, skills and abilities. The training programmes are broadly classified into on-the-job and off-the-job. The classification is used to ensure that the required level of employee versatilities is achieved.

In addition, Management created various trainee positions in customer care, human resource, marketing and strategic management. Ms. Makena, a graduate trainee was recruited to fill the post of human resource graduate trainee and was taken through a vigorous on-boarding training programme that lasted for several weeks. Ms. Makena was exposed to both local and global orientation for eight months in Japan where she studies weather conditions, road conditions, driver habits in addition to the role of the government in the industry. After completing her induction training, she was attached to the training and development section where she was privileged to gain hands on experience in carrying out systematic training needs assessment for various groups. She was assigned the task of examining the impact of various training programmes on bottom line results and thereafter conduct a cost benefit analysis keeping view both risks and returns. The task enriched her experience as it entailed discussing in detail the company's policy guidelines and procedures with the management, as well as the employees.

Ms. Makena was later selected to attend a skill upgrading programme run by one of the most reputable consultancy firms in the country. The programme was all-inclusive as it involved varied instructional methods such as role play, group discussions, in-basket exercises, management games, T-group training and class room lectures. During the training, she interacted with trainees from high performing organizations who shared their work experiences and as a result she gained knowledge on best practices. She learned that many organizations that are known to record superior performance have a robust performance management systems that drive performance improvement. She intends to make a proposal to management to adopt such a

system and she also hopes that the information will be utilized to design and implement transformative training programmes.

- (a) Ms. Makena carried out a systematic training needs assessment for various groups at Ojwang Group of Companies. Analyze the company's the factors that may have triggered the need for the exercise. (10 marks)
- b) The graduate trainee underwent through a certain training programme that lasted several weeks. Explain the likely challenges that may have experienced during the training. (10 marks)
- c) A consultant advised that Ojwang Group of Companies adopts off the job training. Explain the features of such a method. (10 marks)
- d) Explain how training needs of employees in an organization can be identified(10 marks).

QUESTION TWO

- a) The Profile of Human Resource Management has risen steadily. Identify FIVE (5) ways in which Human Resource Management contributes to organization success. (10 marks)
- b) Malimali Limited has suffered losses in revenue due to employees' incompetence. Specify FIVE (5) actions that Management should take to overcome the challenge. (10 marks)

QUESTION THREE

- a) Olive Technologies is currently conducting a survey on wage and salary administration. Discuss internal factors that affect employee remuneration. (10 marks).
- b) Discuss why it was important to align Human Resource Management strategies to the overall business strategies. (10 marks)

QUESTION FOUR

- a) Explain FIVE (5) non-financial motivators that are likely to lead to high performance from employees (10 marks)
- b) Research evidence shows that good employee relations can contribute to organizational success. Illustrate measures that an organization should adopt in managing its human relations function. (10 marks)

QUESTION FIVE

- a) Discuss FIVE (5) consequences of an organizations failure to carry out background screening of potential employees' credentials before employment (10 marks)

- b) Human Resource Planning ensures that the human resource requirements of an organization are identified and plans made to satisfy the requirements. Discuss Elements of Human Resource Planning. (10 marks).