

**W1-2-60-1-6**

**JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY**

**UNIVERSITY EXAMINATIONS 2018/2019**

**FIRST YEAR SECOND SEMESTER EXAMINATION FOR THE DEGREE OF MASTERS IN BUSINESS ADMINISTRATION**

**HCBA 3109: HUMAN RESOURCE MANAGEMENT**

**DATE: AUGUST 2019 TIME:3 HOURS**

**INSTRUCTIONS: ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER THREE.**

**Question One**

**Read the case below and use it to answer question (a)**

a) Describe the approach to employee selection that the HR Advisor might adopt and explain how it would be developed (10 marks)

b) Discuss the managerial and operative functions of Human Resource Management with relevant examples (14 marks)

c) Human Resource Managers for the future shall have to face more challenges in the management of labour. Discuss. (10 marks)

d) Give reasons why it is necessary to induct newly recruited employees (6 marks)

**Question Two**

a) You work for a global professional services firm which has been an employer of choice for decades. Last month you were promoted to the position of Vice President, Human Resources. The promotion comes at a time the firm is experiencing decline in revenues, an increase in competition, high voluntary turnover and declining market share. Te firm has been identified for takeover by a competitor from South Africa. Discuss human resource planning process and explain how the issues above can impact on the Human resource plan. (14 marks)

b) Identify and describe the challenges organizations face in managing the design, delivery and financing of a total reward program. (6 marks)

**Question Three**

a) Explain ways in which organizations can motivate employees to promote safety and health in the workplace (8 marks)

b) Trade unions are the platforms of employees to air their grievances. Discus challenges facing trade unions in Kenya in the 21st century. (12 marks)

**Question Four**

a) Discuss the outcome of an effectively performed job analysis and explain how job analysis supports various human resource management functions (14 marks)

b) Discuss the purposes of employee performance appraisal for organizations giving specific examples (6 marks)

**Question Five**

a) Explain how performance management can exert positive influence on job satisfaction and employee loyalty (5 marks)

b) Balanced score card is a management system that enables organizations to clarify their vision and strategy and translate them into action. Discuss the perspective of Balanced score card and give reasons why it is a preferred approach to performance management by many organizations.

c) Training impacts occur through an accumulation of outcomes. Explain ways of evaluating outcomes and levels of training (5 marks)