



The Co-operative University of Kenya

END OF SEMESTER EXAMINATION NOVEMBER-2020

EXAMINATION FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

UNIT CODE: MBC 3107

UNIT TITLE: HUMAN RESOURCE MANAGEMENT

DATE: NOVEMBER, 2020

TIME:

INSTRUCTIONS:

- Answer question **ONE (compulsory)** and any other **THREE** questions

QUESTION ONE

CASE STUDY

Silver Motors Ltd is a motor vehicle assembly company based in Kisumu. The company imports parts and assembles vehicles locally for Matatu industry. It has been in operations for ten years and has a workforce of 300 employees.

Recently, the company recruited a new General Manager but to his surprise he found out that the company does not have a Human Resource Department. The Human Resource matters were being handled by the Company Secretary and Chief Finance Officer particularly the payroll part. The new General Manager was surprised by that kind of arrangement which was bound to cause confusion in terms of reporting structures. He also wondered how the company could cope with such huge number of workforce without a Human Resource Department.

In his first meeting with the Management Board of the company, the General Manager proposed to the board to approve the establishment of Human Resource Department which he considered to be important for the company. The Company Secretary and the Chief Finance Manager were not for the idea because after the establishment of the HR department, their powers were going to be reduced. Moreover, some of the employees were going to be transferred to the proposed Human Resource Department.

However, the board accepted the recommendation and instructed the General Manager to engage the services of a Human Resource Consultant to help him restructure the company and come up with an appropriate Organizational structure. He was also instructed to submit a proposal on the right numbers of staff required to mitigate the effects of COVID 19 on business operations.

The Human Resource consultant was required to formulate appropriate Human Resource Policies, conduct job evaluation and come up with job specifications for all the employees in the company.

- a) Basing your view on the case, on what basis did the General Manager of Silver Motors Ltd find to be the role of Human Resource Department in the company
(5mks)

- b) What steps should the consultant consider when formulating human resource policy for the company? (10mks)
- c) Staff optimization entails close analysis of Human Resource Planning. What possible problems might the consultant face in the process of ascertaining the staffing levels for the company? (5mks)

QUESTION TWO

- a) Performance management is a systematic process for improving organizational performance by developing individuals and teams. Discuss the methods used to measure staff performance (6mks)
- b) Explain the techniques used in forecasting for human resource in organizations (4mks)

QUESTION THREE

- a) Recruitment is simply a process of generating of applications or applicants for specific positions. Elaborate the conditions necessary for a good recruitment policy (4mks)
- b) Explain any six challenges facing human resource managers in modern organizations (6mks)

QUESTION FOUR

- a) Discuss the importance of job analysis in the organization (6mks)
- b) Training and development is a learning process that involves the acquisition of knowledge, skills, concepts and attitudes to enhance performance. Explain any four methods that can be used to evaluate its effectiveness (4mks)

QUESTION FIVE

- a) Discuss any three causes of poor employer/employee relations (6mks)
- b) Explain any four problems HR encounters with employees placement (4mks)