



MACHAKOS UNIVERSITY

University Examinations for 2019/2020 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

..... YEAR SECOND SEMESTER EXAMINATION FOR

MASTER OF BUSINESS ADMINISTRATION

BBA 825: HUMAN RESOURCE EMPLOYMENT AND DEVELOPMENT

DATE:

TIME:

INSTRUCTIONS:

Answer questions one and two (compulsory) and any other two questions.

QUESTION ONE

CASE 1

ENGLER ENTERPRISES

Sharon Howells has been the production manager for the last two years since she was promoted to that position. Unfortunately, she is failing in the job. she has been with the company since it started 18 years ago and due to her exceptional performance record, she has been promoted a number of times. Engler enterprises started as a family business and have followed a policy of promotion from within to motivate employees and give them opportunities to learn and grow.

Sharon is a very conscientious manager and she works well with people. She has a high school diploma and one year of college, but she does not have the training and educational preparation to handle the job of a production manager. in her previous assignments she learned how to do word processing and spread sheets on computers, which led the top management to think she would be able to learn what is needed know to handle the job of production manager. although one manager thinks that Sharon should receive more time to learn the job, the other one wants to move her to the marketing department.

the company is continuing to expand into foreign markets and it is essential that the production department adopts the latest technology and production processes. The top management is convinced that the job of production manager demands someone who is educated in manufacturing technology and who has at least two years' experience. production they are however divided on how to handle this problem.

one executive thinks that the job should be given to one of the production supervisors, Bryan Green, whose undergraduate degree included two courses in production management. Bryan has only four years seniority which is much less than many others. But Bryan is a very bright and capable supervisor and could probably acquire the knowledge and skills needed to be a good production manager. Promoting him would serve the company's tradition of promoting from within.

Another executive feels the company should advertise the job with Job Service and in the newspaper, such as the wall street which has a wide circulation despite the rural location of the company. an alternative is to use the services of a private employment agency. the alternative has the advantage of reducing the amount of attrition and disruption to the the current operations and personal feelings but it would probably cost the company \$25,000 to \$30,000.

Required.

- a) Argue for and against the company's tradition of promoting from within. (6 marks)
- b) If the company decides to go outside, what are the best external sources for finding new production manager. (2 marks)
- c) Use of private employment agency is sometimes any necessary evil in companies. Discuss. (7 marks)
- d) Often companies do blind advertisement. Justify this approach. (5 marks)

CASE TWO.

UCALYPTUS PULP MAKING COMPANY

Ramesh, AGM, materials, is fuming and fretting. he bumped into Kaliash, G.M. Materials, threw the resignation letter on his table, shouted and walked out of the room swiftly. Ramesh has reason for his sudden outburst. he has been driven to the wall barely four months after he took up the new assignment.

the issue:

The year was 1995 when Ramesh joined the prestigious SAIL plant. As a manager, Ramesh engaged powers, he could even place an order for materials worth Rs lakh. He needed nobody's prior approval.

Ramesh joined a pulp-making plant located at Harihar in Karnataka as AGM Materials. The plant is a part of the multiproduct and multi plant conglomerate owned by a prestigious business house in India. Obvious, perks, designation and reputation of the conglomerate hired Ramesh away from the public sector steel monolith.

when he joined the Eucalyptus pulp making company, little did Ramesh know that he needed the prior approval to place an order for materials worth Rs 12 lakh. He had presumed that he had the authority to place an order by himself worth half the amount of what he used to do at the mega steel maker. He placed the order, materials arrived and were received, accepted and used up in the plant.

Trouble started when the bill of Rs 12 lakh came from the vendor. the accounts department withheld payment for the reason that the bill was not endorsed by Kaliash. Kaliash refused to sign the bill as his approval was not taken by Ramesh before placing the order.. Ramesh felt humiliated and cheated. A brief encounter with Kaliash only aggravated the problem. Ramesh was curtly told that he should have known the company rules before venturing. Ramesh decided to quite.

Required:

- a) In your opinion, what do you think is the cause of the problem? (1 mark)
- b) Discuss four main aims of employee induction (4 marks)
- c) Justify an organization's expenditure on employee induction. (5 marks)
- d) As a human resource expert, the company seeks your services to help in the formal induction programme. Explain any ten contents of that you would capture in a company's formal induction programme. (10 marks)

QUESTION TWO

career planning is critical to minimize plateauing and potential separation of employees. in view of this statement:

- a) Discuss the key stages in individual career cycle. (6 marks)
- b) Explore the key areas that need to be considered when implementing career management practice. (6 marks)

- c) Dismissal is one of the employee separation methods. Highlight any eight grounds under which dismissal would be considered unfair according to employment act 2007. (4 marks)
- d) Explain the remedies for unfair dismissal. (4 marks)

QUESTION THREE

- a) Training need analysis is the foundation of any training. In view of this statement, Discuss the key steps in undertaking training needs analysis (8 marks)
- b) With illustrations discuss the criteria for evaluating the effectiveness of a training programme according to Kirkpatrick (6 marks)
- c) Argue for and against on the job-training and off the job training. (6 marks)

QUESTION FOUR

Adult learning, learning organizations and organizational learning are common phenomena in organizations today. In view of this statement:

- a) Discuss any four theories of adult learning (6 marks)
- b) Analyze any six principles adult learning (6 marks)
- c) Explain the characteristics of learning organizations (5 marks)
- d) Highlight the importance of organizational learning (3 marks)

QUESTION FIVE

Human resource planning are the foundations of employment and development practices in organizations. In view of this statement:

- a) Explain five reasons for undertaking this exercise . (5 marks)
- b) A newly established firm has sort your assistance in the area of human resource planning. Citing relevant scenarios, advise the management of the firm on any five interventions that they may institute to meet the human resource needs. (5 marks)
- c) Discuss any five methods of conducting human resource planning (10 marks)