



# **MACHAKOS UNIVERSITY**

**University Examinations 2021/2022 Academic Year**

**SCHOOL OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**.....YEAR.....SEMESTER EXAMINATION FOR**

**MASTER OF BUSINESS ADMINISTRATION**

**BBA 822: HUMAN RESOURCE MANAGEMENT**

**DATE:**

**TIME:**

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## **INSTRUCTIONS**

1. ANSWER question ONE and any OTHER **THREE** questions
2. Question one carries 40 marks, while the rest carry 20 marks each

## **QUESTION ONE (40 MARKS)**

Read the case study below and answer the questions that follow

### **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 training in marketing, 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 in production. They are however divided on how to

handle this problem. One executive Taylor, 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 through various trainings. . 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 is to head hunt using a private agency. The alternative has the advantage of reducing the amount of attrition and disruption to the current operations and personal feelings but it would probably cost the company \$25,000 to \$30,000. Yet another executive feels that the company should first run a blind advertisement.

### **Required.**

- a) Evaluate the company's promotion policy being backed by Taylor. (10 marks)
- b) With reasons, suggest any **four** types of training that Bryan Green may have to undertake in order to fit into the position. (6 marks)
- c) Often companies like the executive at Engler Enterprises is proposing do blind advertisement. Justify this approach. (4 marks)
- d) Use of private employment agency as proposed by one of the executives is sometimes a necessary evil in companies. Discuss. (10 marks)
- e) Explain any **five** human resource management challenges that the company may face as it implements its foreign expansion strategy and propose appropriate interventions in each case. (10 marks)

### **QUESTION TWO (20 MARKS)**

Oriental, a Multinational company has been in existence for the last 15 years. The management has hired you as a human resource consultant to undertake human resource audit for them.

- a) Explain to the management the scope of your undertaking (10 marks)
- b) Discuss any **five** approaches that you can use to accomplish your assignment. (10 marks)

### **QUESTION THREE (20 MARKS)**

- a) Human resource management is a paradigm shift from personnel management. Discuss. (10 marks)
- b) Analyze **five** contemporary issues in human resource management in the 21<sup>st</sup> century and in each case outline **two** roles of human resource mangers. (10 marks)

#### **QUESTION FOUR (20 MARKS)**

**Read the case study below and answer the questions that follow**

Janet John a newly employed manager has just completed a training program for new store managers in XYZ Ltd and thinks the program was a waste of time. She's never formally managed people before, and she expected to come away with some solid skills and techniques that would help her in her new role. Instead, she sat through two days of "death by Power Point" with an outside consultant spewing high-level management theory that was difficult to relate to the everyday situations she encounters in her new role. Janet has come to you as the Human Resources Director (HRSD) to register her complaint.

It is not the first time you've had complaints about the training program. The program was already in place when you started with XYZ Ltd two years ago, and you know it's time to take a serious look at the program and redesign it to more fully meet the needs of new store managers. You have also noticed that employee turnover at the store levels has increased over the past year and you have high level of voluntary turnover. You've already talked to the Company overall Manager about revamping the program and he has given you the green light to put together a recommendation for his review and for presentation to the board of management.. You want to make sure that the new program is effective and encompasses principles that enhance learning. You know the management will want to see a detailed plan for the program before he agrees to implement it. Detail your recommendations to the management.

#### **QUESTION FIVE (20 MARKS)**

##### **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 quite 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 fumigated 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 at Ucalyptus Pulp Making Company? (2 marks)
- b) Based on your response in (a) above what action(s) would you recommend to the management in order to solve the problem and why? (8 marks)
- c) The company has hired you as an external Human Resource Management Consultant to undertake human resource audit (HRA). Upon undertaking the audit exercise, you realize the need for undertaking a comprehensive human resource planning, employee induction and retirement training among others. The Company then seeks your services to help in development and implementation of an induction programme. Explain to the management the scope and the contents that you would capture in the induction programme (10 marks)