



(The University of Choice)

**MASINDE MULIRO UNIVERSITY OF
SCIENCE AND TECHNOLOGY
(MMUST)**

MAIN CAMPUS, NAIROBI

UNIVERSITY EXAMINATIONS

2022/2023 ACADEMIC YEAR

FIRST YEAR FIRST SEMESTER EXAMINATIONS

FOR THE MASTER OF BUSINESS ADMINISTRATION
& MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

COURSE CODE: HIRM 801

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

DATE: THURSDAY, 15TH/12/2022 TIME: 2:00 – 5:00PM

INSTRUCTIONS TO CANDIDATES

- Answer Question ONE (Compulsory) and any other Three questions.
- Do not write anything on the question paper.
- Duration 3 hours

This paper consists of 3 printed pages. Please Turn Over.

Question One

Read the case below and answer questions that follow

CASE STUDY

Kaunda is in charge of a bindery in Kwale, which employs fifteen people, five of whom work in the factory. Three of these run machines, one supervises, and the fifth moves the blank paper and finished print by handcar. This fifth position, which demands no skill other than driving a handcar, needs to be filled, and three applicants have responded.

The first is Mr. Jumba who is thirty five, unmarried, and a Navy veteran. Jumba has a poor work record. During his five years in Machakos he has worked only seasonal labour and occasional odd jobs. He drove a forklift in the Navy, while working at Mombasa. He has a strong build, which could help, although the work is generally light.

Mr. Kebati, aged twenty-two, came to Kwale two years back from Nairobi. He has done farm labour for many years and assembly line work for one year. His command of English is poor (but can speak the regional language, Swahili, fluently). He resides with his mother and seems certain to remain in the area for some time. After having run farm equipment, he should have no trouble steering a handcar.

Mr. Raja is a local boy who finished high school two years ago. Subsequently, he got a Diploma from a local college and he is currently employed as an assistant in Taxi Transport Company Kwale. His character references are excellent. Mr. Raja is small, but he seems quick and was track star in high school.

- a) How much consideration should be given to Mr. Jumba's poor work record? Should Mr. Kaunda check to verify it? (10 marks)
- b) How important is the command of English to the job? How quickly could Mr. Kebati assimilate enough English to be effective? (10 marks)
- c) Should Mr. Kebati be passed over because of his status as a recent migrant? (10 marks)
- d) Should Mr. Raja get the job? How heavily should his references be weighed against his inexperience? (10 marks)

Question Two

- (a) You are in charge of conducting training of staff in your organization. Explain various ways which employ to evaluate the effectiveness of a training programme (10 marks)
- (b) One of the responsibilities of human resource department is to design job description for the various categories of staff in the organization.

Design a job description for a Training Manager (10 marks)

Question Three

(a) Toyotai Limited, a car manufacturing company, has recently changes from personnel management approach to Human Resource Management strategy.

Justify the change in this approach and explain the distinction between the two approaches (10 marks)

(b) The management of Kazi Bure Co Ltd has hired a consultant to design a policy on Training and Development. Explain the various aspects of the policy that the consultant should consider when designing an appropriate document (10 marks).

Question Four

(a) Utumishi Bora Limited has been experiencing a decline in productivity which was attributed to the use of inappropriate motivation strategies. As a human resource specialist explain how Utumishi Bora Ltd may use training to motivate the workers. (10 marks)

(b) Dr. Ken Wambula is a newly appointed human resource manager of Musikoma Company Ltd. After taking over from the previous manager he has realized that employees have different competencies;

Identify the competencies that employees may possess, explaining how each of them can be successfully applied (10 marks)

Question Five

(a) Explain ethical dimensions in Human Resource Management that should be upheld by employees of a reputable organization (10 marks).

b) Your firm intends to have good relations with all staff. Explain how you may develop a sound industrial relations in your firm (10 marks).

