



UNIVERSITY EXAMINATIONS: 2013/2014
EXAMINATION FOR THE MASTER OF BUSINESS ADMINISTRATION
(MBA) CORPORATE MANAGEMENT
MGT 6012 HUMAN RESOURCE MANAGEMENT (WEEKEND)

DATE: APRIL, 2014

TIME: 3 HOURS

INSTRUCTIONS: Answer Question One and Any Other Three Questions

QUESTION ONE (31 MARKS)

Wal mart Supermarkets were started by Sam Walton in July 1962. They first started with one store and their motto was the lowest prices Anytime, Anywhere. The supermarket grew and currently has an annual turnover of 469.2 Billion US Dollars (40 Trillion KES). Wal Mart has more than 4000 stores ,2.2 million staff members and serves more than 200 million customers every week and generates 34,000 USD in profit every minute. Wal Mart has an aggressive recruitment strategy which is very deliberate and aims at getting the best staff from the market as they believe it is people who make the difference. Walton employs the best leaders and managers and use personality testing to determine person-job fit. Wal Mart also uses recruitment tests that measure competence and conduct interviews in the process of recruiting staff.

Once recruited, staff are taken through a rigorous induction programme and then are also trained to fit in specific job roles. Wal Mart dwells a great deal on staff whose diligence made it possible for Wal Mart to literally rule the world. In the beginning of its meteoric rise in the world of retail trade Wal Mart rewarded its managers and leaders well by giving them opportunities to buy shares in the company as it opened new stores. Wal Mart also created clear career paths for those who were diligent staff and gave additional responsibility to those who could handle it.

Walmart has put in place health care schemes and their bonus schemes are related to store performance

and are given out on a quarterly basis.

Required:

- (a) Discuss the strengths and challenges of the recruitment strategies adopted by Walmart. (8 Marks)
- (b) Discuss the importance of conducting induction training and suggest how organizations can implement effective socialization processes. (8 Marks)
- (c) Discuss the importance of the Employee Stock Ownership Schemes and the Performance Related Bonuses and evaluate the benefits that may accrue to organizations offering them. (15 Marks)

QUESTION TWO

Jeffrey Pfeffer has identified seven practices of successful organizations. Evaluate each of these practices and explain how if aligned with the business they can enhance performance. (23 marks)

QUESTION THREE

Trent Business Group (TBG) is a successful company with a staff of 1200 employees. The company's core business is auditing and they have some of the biggest companies in their current portfolio. TBG invests heavily in training and development of employees as they believe that this will ensure utmost customer satisfaction. In the recent years they have embarked on management development programmes and have approached you a human resource strategy expert to advise on

- i) The training strategy to be adopted to achieve the organizational goal. (11 Marks)
- ii) The process of carrying out management development activities in order to achieve the strategic focus of the company. (12 Marks)

QUESTION FOUR

Alignment of performance management to compensation is an important aspect of people management.

- a) Discuss an ideal performance management process that organizations should adopt in order to enhance performance. (12 Marks)
- b) Some managers argue that performance appraisal is a waste of time. Discuss the benefits that may accrue to organizations with proper performance appraisal systems. (11 Marks)

QUESTION FIVE

The primary school teachers in Kenya have been going on strike consistently due to unfulfilled agreements which have increased employees perceptions of distributive and procedural injustice. In the last one year between 2012 and 2013 teachers have been on strike three times and the length of time taken to resolve the dispute lasts up to three weeks. This is having an adverse effect on public schools education and is affecting a generation of children.

Suggest the employment relations strategies that should be adopted henceforth to avoid such situations recurring in the future. (23 Marks)

QUESTION SIX

- a) Kenyan organizations have been downsizing consistently and the management of the process is crucial for business continuity. Discuss the key things managers should consider in the downsizing process. (11 Marks)
- b) Outsourcing is a preferred mode of doing business currently. Discuss the key benefits and challenges of outsourcing. (12 Marks)