



# MASENO UNIVERSITY

## UNIVERSITY EXAMINATIONS 2012/2013

FIRST YEAR SECOND SEMESTER EXAMINATIONS FOR  
THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION  
(CITY CAMPUS - EVENING)

### MBA 812: HUMAN RESOURCE MANAGEMENT

*Date: 26<sup>th</sup> July, 2013*

*Time: 5.30 – 8.30 p.m.*

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#### INSTRUCTIONS:

- ◆ Attempt ANY FOUR questions.



### QUESTION ONE

- (a) A medium sized manufacturing firm is considering a major business decision to upgrade its technology by purchasing computer driven equipment. Explain any five Human Resource considerations to be made by this firm. (10 mks)
- (b) Explore uses of job analysis to Human Resource managers. (5 mks)

### QUESTION TWO

- (a) "Author Alfie Kohn has been making waves by claiming that rewards and pay for performance systems are fundamentally flawed and incapable of motivating improved performance. Kohn claims that rewards elicit temporary compliance at best and do not motivate sustained changes in attitude or commitment. He believes that rewards are manipulative and controlling as the threat of punishment, stating that "do this and you will get that" is not really different from "do this and here's what will happen to you". He argues that people become less interested in performing inherently task after being paid contingency". What is your view on this and why? (10 mks)
- (b) Highlight relevance of expectancy theory to human resource managers. (5 mks)

### QUESTION THREE

- (a) Justify the use of tests in a selection process; describe any four tests used in selection. (10 mks)
- (b) "Employee safety is everybody's concern in an organization; however employees should play a major role in achieving their safety". Identify any five things that can be done by management in an organization to ensure that employees always act safely. (5 mks)

### QUESTION FOUR

- (a) "The likely results of forecasting activity are the identification of a potential mismatch between future demand and supply. If future demand is likely to exceed supply, then plans need to be developed to match the shortfall but if future supply likely to exceed demand, then plans need to be developed to reduce surplus". In

light of human resource planning, identify areas covered by the plans and the specific actions taken on the areas. (10 mks)

(b) Highlight contemporary issues in Human Resource Management. (5 mks)

#### QUESTION FIVE

- (a) i) You are the Human Resource Manager of XYZ Company, you have been asked to design a training programme for the employees. Describe steps to follow in doing this (8 mks)
- ii) Identify any four characteristics that the programme should possess to be effective. (2 mks)
- (b) Describe any five on job training methods that can be used by an organization. (5 mks)

#### QUESTION SIX

(a) "Human Resource Management promises more than it can deliver". Discuss (10mks)

(b) Explain the meaning of the following terms as used in Human Resource Management.

- I. Procurement
- II. Recruitment
- III. Job redesign
- IV. Job evaluation
- V. Performance management (5 mks)