



**MASENO UNIVERSITY**  
**UNIVERSITY EXAMINATIONS 2016/2017**

**THIRD YEAR SECOND SEMESTER EXAMINATIONS FOR THE  
DEGREE OF BACHELOR OF BUSINESS ADMINISTRATION WITH  
INFORMATION TECHNOLOGY**

**MAIN CAMPUS**

**ABA 322: HUMAN CAPITAL MANAGEMENT**

Date: 15<sup>th</sup> June, 2017

Time: 8.30 - 11.30 am

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**INSTRUCTIONS:**

- Answer question ONE and any other THREE questions.
- Question one carries 25 marks and the rest 15 marks each.



#### QUESTION ONE

- a) Explain the nature and scope of human capital management. (10 marks)
  - b) State and explain the implications of human capital theory. (10 marks)
  - c) Distinguish between job description and job specification. (5 marks)
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#### QUESTION TWO

- a) Discuss both the internal and external factors that affect human resource planning. (10 marks)
  - b) Distinguish between job enrichment and job enlargement. (5 marks)
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#### QUESTION THREE

- a) Explain the meaning of intellectual capital. (3 marks)
  - b) Human capital management is a key operational area of management particularly in today's organizations. Discuss (12 marks)
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#### QUESTION FOUR

- a) Briefly explain some of the methods used by an organization for estimation of future labor supply. (8 marks)
  - b) State and explain the differences between severance pay, service pay and gratuity. (7 marks)
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#### QUESTION FIVE

Organizations regularly conduct financial audits, risk audits and technical audits but talent audits are normally overlooked. A talent audit helps identify skills gaps, development needs and talent opportunities for an organization. In view of the above statement, discuss the measures that have been put in place for auditing talents among its employees. (15 marks)

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#### QUESTION SIX

- a) Describe the steps involved in the human resource planning process. (7 marks)
- b) Discuss both the internal and external environmental constraints that affect the decision making by managers in the organization. (8 marks)