



KIBABII UNIVERSITY COLLEGE

(A Constituent College of Masinde Muliro University of Science Technology)

P.O. Box 1699-50200 Bungoma, Kenya

Tel. 020-2028660/0708-085934/0734-831729

E-mail: enquiries@kibabiiuniversity.ac.ke

UNIVERSITY EXAMINATIONS

2012 2013 ACADEMIC YEAR

**FOR THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION**

COURSE CODE: MBA 801

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

DATE: 20th August 2013

TIME: 2.00pm-5.00pm

Instructions to Candidates

Answer question ONE and any other three questions

The Business at General Electronic Appliances

Minnah makesi is a manager of General Electronic Appliances Division. Each July she must evaluate all of her subordinates to decide who is to receive a merit increase in the fiscal year. The evaluation also assists in deciding which employee to promote. However during the past four years these employees have complained about how they are evaluated, how the merit money is dispersed, and the manner of promotions. A review of the merit recipients reveals that there may have been a problem in the evaluation system that only focused on quality of the products. Though the complaint has reached Minnah there appears to be other simmering problems that are hidden. Minnah is concerned the complaints will lead to a drop in employee motivation and work performance over the last three years. She is worried about the poor performance among the employees coupled with wastage of materials, pilferage and high rate of accidents amongst other factors. She contracts an external consultant to carry out an intensive review of the systems in the organization.

The external consultant joins the company as an employee in order to observe and diagnose the problems well. He discovers that there are a myriad of problems in the company and after one month of observation and study he prepares a report for Minnah. The most shocking thing he found out is the high level of absenteeism among the workers. This he attributed to the large number of employees that the company has employed who don't have specific duties they are performing. Most of the employees are mostly idle, poorly trained and lack necessary skills to be competitive. Though the company is overstaffed only a few who are skilled are involved in the work processes. The rest idle, have little skills and hence the many accidents among the workers. This has led to the high production cost due to the high wages paid to the large work force. He recommends reduction of the workforce in General Electronic Appliances.

Minnah decided to implement the reports recommendation in order to improve the performance of the organization.

Question one

- i. Explain the major problems with General Electronic Appliances (10 marks)
- ii. Describe the appraisal system you would recommend to Minnah for evaluating the workers in the above company (10 marks)
- iii. Describe the type of remuneration that Minnah may utilize to motivate the workers. (8 marks)
- iv. General Electric Appliances is faced with over staffing. Explain the various alternative (12 marks)

(Total 20 marks)

2. Training is a critical factor in organization development and change. Describe the (20 marks)

3. Pata Pata Shoe Ltd is a medium sized firm that manufactures athletic shoes with a workforce of 350 employees. The company has been experiencing increased case of work related accidents. A month ago, you were named the company's HR manager and charged with the immediate task of addressing this issue.

- a) Explain the possible causes of the company accidents (10 marks)
- b) Outline job health and safety programs that you would put in place to check the number of accidents at the company (8 marks)

4. Collective bargaining is the process in which representatives of labour and management negotiate the terms and conditions of employment. In relation to a firm in Kenya where collective bargaining has been fully utilized;

- a) Explain this statement giving the significance, reasons and advantage of collective bargaining (13 marks)
- b) Explain this statement giving the prominent theories of bargaining (7 marks)

(Total 20 marks)

5 a) Explain what is meant by job analysis and the purpose job analysis to an organization

(6 marks)

b) Briefly outline any three methods of job analysis (6 marks)

c) Assume you are a HR Manager of an organization and the post of assistant HR Manager has just fallen vacant. Give a brief account of the mission and objective of the organization; and with this in mind design a good job advertisement of appear in the National or international newspaper that will help the organization fill this vacant position in the possible way. (8 marks)

(Total 20 marks)