



MAASAI MARA UNIVERSITY

**REGULAR UNIVERSITY EXAMINATIONS
2022/2023 ACADEMIC YEAR
FIRST YEAR FIRST SEMESTER**

**SCHOOL OF BUSINESS AND ECONOMICS
MASTERS OF BUSINESS MANAGEMENT**

**COURSE CODE: MBA 8103
COURSE TITLE: HUMAN RESOURCE
MANAGEMENT**

DATE: 21/4/2023

TIME: 1100-1400 HRS

INSTRUCTIONS TO CANDIDATES

Question **ONE** is compulsory

Answer any other **TWO** Questions

QUESTION ONE

Otieno graduated in 2020 with an MBA HR option from Maasai Mara University and applied for a job at Fanisi manufacturing firm Ltd specializing in Cement production. In his application since there was no advertisement on a possible position opening he applied to be recruited as an intern. Being a young organization Fanisi has very few departments namely; Production, Finance, HR and Administration and ICT departments. Otieno performed exemplary well during the preliminary interview where his strength basing on the academic transcripts was in Human Resource Management where he scored the highest compared to other courses. Otieno has been shortlisted and his invitation letter indicates he is to be interviewed as an intern Human Resource assistant. He has been invited for the final interview and has approached you to give him guidance on the key technical skills required to perform well in the interview and there after incase he is appointed.

- a) State and explain five key technical competences that one need to have as an effective Human Resource Manager **(5mks)**
- b) Describe the possible recruitment and selection stages that Fanisi Manufacturing firm will go through after final interview before Otieno formally starts working for them **(5mks).**
- c) Explain briefly the key provisions of the Kenya Labour laws that will guide Otieno in his new assignment in case he gets the job **(10mks)**

QUESTION TWO

Using relevant examples explain Strategic Human Resource Management under the following sub-topics.

- a) Scope of Strategic Human Resource Management **(10mks)**
- b) Advantages of Strategic Human Resource Management. **(5mks)**
- c) Challenges in undertaking strategic Human resource Management. **(5mks).**

QUESTION THREE

Human resource management has come a long way from the scientific management era where employees were treated as machines to the human relations era where humanity is the order of the day.

- a) Describe the stages in evolution of the Human Resource management
(10mks)

Explain five differences between Personnel management and Human Resource management
(10mks)

QUESTION FOUR

Training and development is a continuous process that is highly dependent on the strategic thinking of the human resource department.

- a) Describe with an illustration the process of undertaking Training Needs Assessment in an organisation
(10 mks)
- b) Explain five methods that can be used to effectively undertake training in an organization
(10mks)

QUESTION FIVE

Performance management which entails performance measurement and reward and punishment systems is crucial to ensure optimum performance of the Human Resource.

- a) Explain 5 ways of measuring employee performance (10 mks)
- b) Explain 3 non-financial ways of rewarding good performance.
(5mks)
- c) Explain 3 ways of punishing poor performers in an organization
(5mks)

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