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**University Examinations 2016/2017**

FIRST YEAR SECOND SEMESTER EXAMINATION FOR THE DEGREE OF

MASTER OF BUSINESS ADMINISTRATION

**BFA 5178: HUMAN RESOURCE MANAGEMENT**

**DATE: DECEMBER 2016 TIME: 3 HOURS**

**INSTRUCTIONS:** *Answer question* ***one*** *and any other* ***three***questions.

**QUESTION ONE (15 MARKS)**

Globe Kenya Ltd. was a textile manufacturing company employing more than 1200 people including executive and managerial staff. In 2013, the company decided to diversity into Garment manufacturing as well and found that existing manpower did not really fit into the requirement of achieving the new business objectives of the company. If you were hired as a Human Resource consultant to the organization at this stage.

1. What specific steps would you have suggested to the company to rectify the manpower imbalances (3 marks)
2. Explain how you would have gone about the process (6 marks)
3. Discuss the various action plans that may help resolve the problem faced by the company

(6 marks)

**QUESTION TWO (15 MARKS)**

Discuss the unique importance of training for each of the following groups of employees

1. A new employee who has just been employed (5 marks)
2. An employee who has changed jobs (5 marks)
3. An employee who has been with the organization for more than three years. Also suggest the combination of the on the job and the off the job training that would be effective for each. Support your answer. (5 marks)

**QUESTION THREE (20 MARKS)**

Performance Appraisal is an integral part of performance management. Interestingly the organization/management and the employees expect to derive different benefits from the performance appraisal system

Identify the major objectives of performance appraisal from both the employees and the employers’ perspectives and explain with examples the process through which this can be achieved. (15 marks)

**QUESTION FOUR (20 MARKS)**

During the recent past incidences of direct actions like strikes by trade unions are on increase, explain the reasons of the unsatisfactory labour relations between the trade unions and management of organizations? Suggest by use of practical examples measures for healthy labour relations. (15 marks)

**QUESTION FIVE (15 MARKS)**

“Industrial Accidents are expensive”. Explain the significance of the statement and describe the various causes of these accidents and suggest measures that an employer should take statutorily as well as voluntarily for the prevention of accidents. (15 marks)