



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2018/2019

THIRD SEMESTER EXAMINATION FOR THE DEGREE OF DOCTOR OF PHILOSOPHY

BHM 923: HUMAN RESOURCE DEVELOPMENT

DATE: WEDNESDAY 31ST JULY 2019

TIME: 5.30 P.M. - 8.30 P.M.

INSTRUCTIONS: Answer question one and any other three.

Question One

Read the case below and answer the questions which follow.

CELEBRATING OR GETTING TOO CLOSE?

Alex and Jane walked over to Nancy's office where Jerrick was sitting looking at a magazine with John. Nancy was nearby working with employees on one of the production lines. Alex entered her office, introduced himself and Jane. They then waved Nancy to join them. The five of them were in Nancy's office. Alex closed the door, but gain that did not keep employees from looking over through the large glass partitions that afforded little privacy. Jane sat prepared to take notes and Nancy stood by the door in case anyone attempted to enter or knock.

Alex: "Hi Jerrick, how are you doing?"

Jerrick: "Fine sir, great day today. The team broke another record yesterday. I was happy when I came to work today. I shook my team's hands and thanked them for the great jobs we are doing. Why am I here sir? Did we do good again?"

Alex: "I am sure you and the team did well, Jerrick. I do not know at this moment if you broke another record though and I am glad you are happy. Jerrick, when you were shaking your team's hands today was Yvonne in the area?"

Jerrick: "Oh yes sir, so was Jeff and Sam and a whole bunch of other people were passing along. We were all happy. Were we too loud, sir?"

Alex: "I am sure you were not too loud Jerrick. Celebrating is good. Tell us how did you congratulate Yvonne?"

Jerrick: "Oh sir i shook her hand and gave her a big hug. She is the best. She schedules our work fantastic and if it weren't for her our team would not be in the lead for the monthly award. I hugged her sir."

Alex: Did you do anything else while hugging Yvonne Jerrick?"

Jerrick: "What do you mean sir" I do not understand. We are a friendly people. I hugged her. Maybe I lifted her off the ground a little because we was so happy. Di I hurt her sir? I did not mean to hurt her sir If I did."

Alex: "I am not sure if you hurt her Jerrick. Yvonne claims you squeezed her butt while you were hugging her. She then had to push you away and also says she asked you to stop but you would not."

Jerrick: "Oh no sir, I did not squeeze her butt, sir. I did hug her and I shook her hand and others also sir. I did not squeeze her butt sir. Yvonne kept getting close to me and was brushing up against me with her body sir. Would you like me to show you what she did sir? You can ask Jeff or Sam or anyone from the team sir."

Jane: "Jerrick, remember in January when you were told to not hug people at work or get close to them because of what Anne said and the classes you had to attend again?"

Jerrick: "Oh yes Miss Jane, but we were just celebrating our good work. Here Miss Jane let me show you what I did. I am sorry if I hurt anyone. Here, Miss Jane let me show you."

Jane looked at Alex and Nancy and saw their nods. Jerrick got up and so did Jane. Jerrick shook her hand and then hugged Jane from around the shoulders for about three seconds. He released. Then he shook Alex's hand, John's, and also Nancy's. The he hugged Nancy in the same manner. He released and sat once again.

- a) In consideration of organizational analysis concept identify the areas which have been exhibited in this case. (10 marks)
- b) Which five methods would you use for task identification in this case. (10 marks)
- c) Discuss the human resource development functions which have been exhibited in this case. (10 marks)

Question Two

- a) Discuss the effect of globalization on HRD in the civil service in Kenya. (5 marks)
- b) Elaborate on how the Kirkpatrick model can be used to develop human resources in the sector of higher education. (5 marks)

Question Three

- a) Explain how human resource development deals with poor performance of employees in the flower industry. (5 marks)
- b) Highlight the steps involved in organization change in respect of addressing human resource development. (5 marks)

Question Four

- a) Discuss the contributions of contemporary scholars to overall evolution and development of human resource development. (10 marks)

Question Five

- a) Explain how organizational strategies can be used to overcome organizational interruptions affecting human resource development. (5 marks)
- b) Discuss the big four agenda of the Kenyan government and relate them to human resource management. (5 marks)
