



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2017/2018

FIRST SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

BHM 825: HUMAN RESOURCE EMPLOYMENT AND DEVELOPMENT

DATE: Monday, 5th February 2018

TIME: 5.30p.m-8.30p.m

INSTRUCTIONS:

Answer question one and any other three

Question 1

Read the case below and answer questions which follow

The arbitration hearing began in the training centre at 8.00 A.M and lasted until 5.00 PM. Eighteen witnesses from those interviewed were called to testify from the company. They were the same associates who watched it happen first hand. All were cross examined by the union. Some witnesses became emotional once again and cried during the hearing similar to what occurred o the day the fight took place. Mr. Lee requested to be taken on a tour of where the incident took place so that he could see where the first aid room was and where the pipe was swung and where the office of the supervisor was and here the actual fight occurred. Mr. Lee looked around the plant for approximately 45 minutes while on his tour. In general when associates took the stand they expressed their surprise that the case has come this far. They testified the contract is clear; "ANYONE" caught in a fight with another employee is dismissed. Zero tolerance for this behavior. It is like in High School, said one associate, "it is tough to prove who three the first punch, or who called the first name, you both go to the principal's office and most likely you both get suspended." As the day unfolded, witnesses pointed to both employees being equally at fault. Sam swung a pipe. Sam taunted Juan. Juan threw a punch. Sam was rushing over to Diane's office where Juan was waiting. One associate noted when asked what he felt about the whole event that took place, "Sam was just loosing it, he didn't know when to

stop." During lunch no one was allowed out of the room. Food was brought in. when the case resumed no matter who was swung by Sam." After it ended Mr. Lee promised both attorneys a ruling in approximately six weeks. All parties left without any further discussion. Once back out on the floor the rumors and grapevine took over quickly. Stories ranged from "Sam was fired on the spot" to "Sam is being reinstated." Production was at risk of being negatively affected by the chit chat for the day.

- a) Explain the concepts of Soft and Hard Models of HRM as exhibited herein. (5 marks)
- b) Identify two other models of HRM and critiques them in relation to the above case. (5 marks)
- c) Discuss the training needs analysis methods which methods which you would use to identify training gaps of the main protagonist (5 marks)
- d) Explain the applicability of the classical conditioning theory in this case (5 marks)
- e) Enumerate the human resource management ethical issues in the case and explain the best way to handle them. (5 marks)

Question 2

"It is a systematic means of finding and inducing available candidates to apply to the company. It involves the process of searching for prospective employees and is concerned with the ranges of sources of supply of labor or personnel". Identify this process and explain the steps you would follow in satisfying it in an organization (10 marks)

Question 3

- a) In coming up with a training plan the human resources manager must consider the components of the said plan. Explain these components and justify their need. (5 marks)
- b) Elaborate on the benefits which an organization in the airline industry would get from by training its employees. (5 marks)

Question 4

- a) You have been approached by an organization in the transport industry and requested you to train its employees using the on-the-job training methods. Explain the techniques you will use to achieve your objective. (5 marks)
- b) Based on (4a) above discuss the advantages of the chosen method (5 marks)

Question 5

Human resource management as a profession faces ethical and cultural issues in the work place, discuss. (10 marks)