



**KENYATTA UNIVERSITY
UNIVERSITY EXAMINATIONS 2017/2018**

DIGITAL SCHOOL OF VIRTUAL AND OPEN LEARNING

**FIRST SEMESTER EXAMINATION FOR THE DEGREE OF MASTER IN BUSINESS
ADMINISTRATION**

BHM 822: HUMAN RESOURCE MANAGEMENT

DATE: Sunday, 17th December 2017

TIME: 2.00 p.m. - 5.00 p.m.

INSTRUCTIONS:

Answer **One** and any other **Three Questions**.

Question One

CASE STUDY

"Godrej believes in choosing thoroughbred horses and grooming them well", says an executive at Godrej. this statement refers to GALLOP (Godrej Accelerated Learning and Leadership programme). GALLOP is a management training programme, which is more performance driven and concentrates on leadership and learning.

The company selects 10 - 12 students from leading management institutions such as IIM, Bajaj and XLRI, every year for a year-long training programme. For selecting trainees, Godrej runs competitions in 30 - 40 management campuses across the country, where students are encouraged to generate business ideas for Godrej. GALLOP trainees start with an orientation programme addressed by the Chairman himself. The trainee is rotated amongst four departments apart from the department he is hired for. He is also required to do one month project in rural India. This rural experience enables the trainee to understand customers from a different perspective, as Godrej is rapidly expanding in agribusiness.

- (a) Identify and explain two functions of HRM which are highlighted in the case under study. [12 Marks]
- (b) GALLOP trainees start with an orientation programme. Explain the meaning of orientation. state its importance at the beginning of a training programme. [8 Marks]

- (c) Discuss two other methods by which you would recruit trainees for the company if you were the Human Resource Manager of Godrej. [10 Marks]

Question Two

- (a) Explain how human resource management creates a competitive advantage in a firm. [10 Marks]
- (b) Explain the challenges of globalisation to HRM providing solutions to the challenges. [10 Marks]

Question Three

- (a) State and explain the pros and cons of external and internal sources of recruitment. [10 Marks]
- (b) Discuss the performance management system of an organization you are familiar with. [10 Marks]

Question Four

- (a) Identify and discuss the individual and organizational factors to consider when designing a training program. [10 Marks]
- (b) As human resource practitioner how would you resolve the issue of striking of medical employees which has disrupted the health sector in Kenya, provide practical solutions. [10 Marks]

Question Five

- (a) Discuss the importance of job analysis versus job evaluation in organization. [10 Marks]
- (b) Using examples explain the importance of HR planning to the modern firms. [10 Marks]