



**KENYATTA UNIVERSITY
UNIVERSITY EXAMINATIONS 2017/2018**

DIGITAL SCHOOL OF VIRTUAL AND OPEN LEARNING

**FIRST SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION AND EMPLOYMENT**

BHM 825: HUMAN RESOURCE DEVELOPMENT

DATE: Thursday, 21st December 2017

TIME: 9.00 a.m. - 12.00 noon

INSTRUCTIONS:

QUESTION ONE

Nakumatt has been the best chain-store in the East African region and beyond for the last decade. However in the one year the elephant has been be-deviled with sustainability issues.

It started by retrenching some of its staff because they were not sustainable as the finances of Nakumatt were instable. This move was viewed with a lot of negativity from the general public because in the eyes of the public, Nakumatt was a force to reckon with and a super-power in the world of retail business.

A thorough scrutiny into the operations of Nakumatt revealed that there was more than was at the tip of the iceberg. Employees developmental issues had stagnated far too long. Recruitment and selection practices were wanting at this huge chain store. Sources also revealed that a big chunk of its employees were inherited from the once crippling Uchumi Supermarket. Those were employees who had been retrenched from Uchumi Supermarket. Some of this employees lacked training on business ethics and general management of successful business enterprise. The suppliers also contributed a great share to the dwindling performance.

Other players in the market have also given Nakumatta a run for its money. Infact most analysts indicate that competitors like Game chain stores and Tuskys have imposed cut-throat competition to their products and their management of human resource employment and

developmental issues cannot be rivaled by Nakumatta. Infact Nakumatt suppliers and some of its best employees have found greener pastures at these rival stores. Now that Nakumatt has closed shop in some of its big malls in Kenya, will it remain afloat?

QUESTIONS

- (a) Highlight some of the possible ethical issues that the employees of Nakumatt had. [10 Marks]
- (b) Explain the selective criterion that Nakumatt should have used from the five-fold grading system by John Munne Fraser (1978). [10 Marks]
- (c) What could be some of the employee developmental issues that are of concern in Nakumatt? [10 Marks]

QUESTION TWO

Describe Kohlbs and Kirkpatric (1911) systematic training model by illustrating its importance to employee development. [10 Marks]

QUESTION THREE

Explain how the operant conditioning theory by B. F. Skinner can be applied to employee training. [10 Marks]

QUESTION FOUR

Consultation is a critical component in employment. Highlight the relevant information required for consultation's effectiveness. [10 Marks]

QUESTION FIVE

Explain **five** obligations of an employer in the trade unions and collective bargaining agreement of employment relations. [10 Marks]