



KENYATTA UNIVERSITY
UNIVERSITY EXAMINATIONS 2017/2018
DIGITAL SCHOOL OF VIRTUAL AND OPEN LEARNING
FIRST SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR OF ARTS
BHM 888: HUMAN RESOURCE MANAGEMENT SEMINAR

DATE: MONDAY 18TH DECEMBER 2017

TIME: 9.00 A.M. - 12.00 P.M.

INSTRUCTIONS:

ANSWER QUESTION ONE AND ANY OTHER THREE QUESTIONS

QUESTION ONE

CASE INCIDENT

Madodo Enterprise has enjoyed effective performance over the years since its inception in 1990. The Enterprise deals with financial matters which include receiving deposits and loaning money to its members as it operates as a Savings and Credit Co-operative (SACCO).

The SACCO has been renowned to be the model of effective performance because of the strategies they use in managing performances. However, recently their employees have been overheard grumbling about the performance review employed by the new leadership. Some commentators argue that if Madodo doesn't watch, and tame this menace, it can escalate to high turnover and apathy among the employees.

In fact, in the past two years, financial conditions have revealed that Madodo's financial status is dwindling with delays in paying salaries to workers and suppliers, creditors not being honoured. Promotions and trainings are also done on nepotism or ethnic discrimination. This is causing demotivation of the workforce resulting to reduced performances. That notwithstanding, employees complain that they are overworked and they lack time to be with their families.

Recently, the Board of Management sat to investigate and review the performance of Madodo. The Board appointed consultants to help in the exercise. Findings revealed that there was unethical practices with the line and middle level management. It was also noted that management uses the traditional approach and learning has not been embraced at Madodo yet, the world of business is dynamic. Whether Madodo will remain afloat is a question that only the Human Resources Management experts can unwrap.

Questions:

Question 1

- (a) What in your view could be the possible weakness of the performance review exercise at Madodo? (10 Marks)
- (b) Suggest to Madodo the need to have work-life balance for its employees (10 marks)
- (c) What ethical issues are highlighted in this case and how can they be resolved? (10 Marks)

Question 2

Explain at least five indicators of transformational leadership that organizations can embrace to turn around their operations (10 Marks)

Question 3

The Michigan model of Human Resource Management operates on five dimensions. Using a well illustrated diagram, explain these dimensions (10 Marks)

Question 4

Cultures die hard. Explain this statement in the light of traditional organization versus learning organization (10 Marks)

Question 5

Discuss the impact of Information Technology on organizational success (10 Marks)