



KENYATTA UNIVERSITY
UNIVERSITY EXAMINATIONS 2018/2019
SECOND SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION
BHM 822: HUMAN RESOURCE MANAGEMENT

DATE: WEDNESDAY 27TH MARCH, 2019

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

INSTRUCTIONS:

Question one is compulsory and any three

CASE STUDY

Ramtons is a 150 year Germany Company, but it is not the company it was even a few years ago. Until recently, Ramtons focused on producing electrical products. Today, the firm has diversified into software, engineering and services, and is also global with over 400,000 employees working in 190 countries. In other words, Ramtons became a world leader by pursuing a corporate strategy that emphasized diversifying into high-tech products and services and doing so on a global basis. With a corporate strategy like that, HRM plays a big role at Ramtons. Sophisticated engineering and services require more focus on employee selection, training and compensation than in the average firm, and globalization requires delivering these services globally.

Ramtons sums up the basic themes of its HR strategy in several points. These include:-

1. A living company is a learning company
2. Global teamwork is the key to developing and using all the potential of the firms HR.
3. A climate of mutual respect is the basis of all relationships within the company and with the society.

Using the above case study answer the following questions

- a) Identify four strategically relevant HR system policies and activities that Ramtons has instituted to realize the basic themes of its HR strategy (10 marks)
- b) Based on the information on the case, outline the principle steps to the process of the HR recruitment strategy. (10 marks)
- c) Explain five HR strategies you would use for improving employee commitment at Ramtons (10 marks)

Question Two

Giving examples, explain the goals of performance management strategy in a modern organization (10 marks)

Question Three

Explain the concept of Human Resource planning and its importance to firms in today's competitive environment (10 marks)

Question Four

Discuss the importance of training needs assessment before implementation of a training programme (10 marks)

Question Five

Discuss the challenges encountered by Global Human Resource on their day to day operations (10 marks)