



JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY
SCHOOL OF BUSINESS AND ECONOMICS
UNIVERSITY EXAMINATION FOR THE DEGREE OF BACHELOR IN BUSINESS
ADMINISTRATION (HRM OPTION)
3TH YEAR 2ND SEMESTER (SEPT TO DEC 2022) ACADEMIC YEAR
KISUMU CAMPUS

COURSE CODE: BAB 1336

COURSE TITLE: HUMAN CAPITAL MANAGEMENT

DATE: 9/12/2022

SESSION: 15.00-17.00PM

TIME: 2 HOURS

Instructions:

- 1. Answer questions ONE and ANY OTHER TWO questions**
- 2. Candidates are advised not to write on the question paper**
- 3. Candidates must hand in their answer booklets to the invigilator while in the examination room**

Question 1

Josephine, the owner and manager of a company with ten employees, has hired you to take over the HRM function so she can focus on other areas of her business. During your first two weeks, you find out that the company has been greatly affected by the up economy and is expected to experience overall revenue growth by 10 percent over the next three years, with some quarters seeing growth as high as 30 percent. However, five of the ten workers are expected to retire within three years. These workers have been with the organization since the beginning and provide a unique historical perspective of the company. The other five workers are of diverse ages.

In addition to these changes, Josephine believes they may be able to save costs by allowing employees to telecommute one to two days per week. She has some concerns about productivity if she allows employees to work from home. Despite these concerns, Josephine has even considered closing down the physical office and making her company a virtual organization, but she wonders how such a major change will affect the ability to communicate and worker motivation.

Josephine shares with you her thoughts about the costs of health care on the organization. She has considered cutting benefits entirely and having her employees work for her on a contract basis, instead of being full-time employees. She isn't sure if this would be a good choice.

Josephine schedules a meeting with you to discuss some of her thoughts. To prepare for the meeting, you perform research so you can impress your new boss with recommendations on the challenges presented.

- a) Point out which changes are occurring in the business that affect HRM.(5 marks
- b) Explain some considerations the company and HR should be aware of when making changes related to this case study? (10 marks)
- c) What would the initial steps be to start planning for these changes?(5 marks
- d) explain the roles to be implemented these changes? What would Jennifer's role be?
(10 marks)

Question Two

- a) Explain various Benefits of human capital management(10 marks)
- b) In the concept of human capital. Explain practical implications of intellectual capital theory(10 marks)

Question Three

- a) Explain the differences between Personnel management, Human resource management and Human capital management(10 marks)
- b) Explain various leadership role in Talent management(10 marks)

Question Four

- a) Explain the term Talent management and the process of Talent management(10 marks)
- b) In performance management, explain various ways Human capital manger should deal with underperformers(10 marks)

Question five

- a) If thereis an inherent and inevitable conflict between the interests of employees and employers, Explain the nature and roots of conflicts(10 marks)
- b) Differentiate Maslow’s theory and Herzbergy motivational theory(10 marks)