



**JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE  
AND TECHNOLOGY**

**4<sup>TH</sup> YEAR 2<sup>ND</sup> SEMESTER 2016/2017 ACADEMIC YEAR**

**COURSE: ABA 437**

**COURSE TITLE: CONTEMPORARY ISSUES IN HUMAN RESOURCE  
MANAGEMENT**

**KISUMU CAMPUS**

**EXAM VENUE:**

**STREAM: HR**

**DATE:**

**EXAM SESSION:**

**TIME: 2 HOURS**

**INSTRUCTIONS**

1. Answer question ONE (COMPULSORY) and ANY OTHER 2 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 ONE**

- a) Explain the internal triggers to change in an Organization (5 marks)
- b) State the role of human resource in the success of an Organization (5 marks)
- c) What are the benefits of three-legged stool model of the human resource function? (5 marks)
- d) Name the activities in relation to leading change in an International Organization. (5 marks)
- e) Identify five factors that determine the Organization and staffing of the human resource function (5 marks)
- f) Name five particular skills needed by change managers to effect change. (5 marks)

### **QUESTION TWO**

- a) Explain the advancement of the three-legged stool model by David Hilborn (1999) (6 marks)
- b) Give critique of the three-legged stool model (14 marks)

### **QUESTION THREE**

- a) Discuss the importance of human resource function in regards to line managers' satisfaction in an Organization. (10 marks)
- b) Explain five factors that determine human resource effectiveness. (10 marks)

### **QUESTION FOUR**

- a) Evaluate the role of human resource in facilitating change in the Organization. (10 marks)
- b) Explain reasons for failure to implementing change in an International Organization (10 marks)

### **QUESTION 5**

- a) Analyze the functions of change agents in facilitating change (10 marks)
- b) State and explain change agent competencies according to Keep(2001) (10 marks)

