



JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY
SCHOOL OF BUSINESS & ECONOMICS
UNIVERSITY EXAMINATION FOR MASTER OF BUSINESS ADMINISTRATION
1ST YEAR 2ND SEMESTER 2023/2024 ACADEMIC YEAR
MAIN CAMPUS

COURSE CODE: MBA 812

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

DATE: 02/05/2024

EXAM SESSION: 2.00- 5.00 PM

DURATION: 3 HOURS

INSTRUCTIONS

- 1. Answer QUESTION ONE (Compulsory) and any other THREE questions**
- 2. Provide examples to support your answers.**
- 3. Candidates are advised not to write on the question paper**

QUESTION ONE

- a. Imagine you are the HR manager of a growing technology startup. The company needs to hire a team of software developers to support its expansion. How would you approach the recruitment and selection process to attract and retain top talent in a competitive market?
(5 marks)
- b. As the HR specialist for a manufacturing company, you have been asked to address a conflict between two department managers over resource allocation. How would you facilitate communication, resolve the conflict, and restore positive working relationships between the managers while ensuring the company's operational needs are met?
(5 marks)
- c. You have been hired as the HR consultant for a hospitality chain facing high turnover rates among its frontline staff. How would you assess employee engagement levels and identify factors contributing to turnover? What initiatives would you recommend to improve employee engagement and reduce turnover in the organization?
(5 marks)

QUESTION TWO

- a. You have been appointed as the HR specialist for a retail company that is implementing a new customer service training program for its employees. How would you design and deliver the training program to ensure that employees acquire the necessary skills to deliver exceptional customer service?
(10 marks)
- b. Discuss innovative recruitment approaches in addressing the challenges of talent shortage and increasing competition for skilled employees.
(5 marks)

QUESTION THREE

- a. As the HR manager of a manufacturing company, you are tasked with improving the performance management system to increase employee productivity and engagement. What performance management strategies would you implement to set clear performance expectations, provide constructive feedback, and reward high performers?
(10 marks)
- b. Discuss the challenges of talent management and propose strategies to build a sustainable talent pipeline and ensure organizational readiness.
(5 marks)

QUESTION FOUR

- a. You are part of the HR team for a retail company undergoing a major restructuring due to changing market conditions. How would you manage the change process effectively, communicate changes to employees, address resistance, and support employees through the transition?
(10 marks)
- b. Discuss ethical dilemmas faced by HR professionals and propose strategies to ensure ethical conduct, compliance with labor laws, and respect for employee rights in the workplace.
(5 marks)

QUESTION FIVE

- a. Imagine you are the HR director of a multinational corporation with offices in different countries. How would you design a global compensation and benefits package that is competitive, compliant with local regulations, and reflective of the company's culture and values? (10 marks)

- b. Discuss the importance of effective employee relations and conflict resolution mechanisms in organizations. (5 marks)

QUESTION SIX

- a. You are the HR manager of a financial services firm aiming to foster a more inclusive workplace culture. What strategies would you implement to promote diversity and inclusion, address unconscious biases, and create opportunities for underrepresented groups within the organization? (10 marks)

- b. Discuss the importance of HR metrics and analytics in HRM decision-making. (5 marks)