

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

**EXAMINATION FOR THE AWARD OF DEGREE OF DOCTOR
OF PHILOSOPHY IN BUSINESS ADMINISTRATION**

DBAM 960: HUMAN RESOURCE THEORY

STREAMS: PhD

TIME: 3 HOURS

DAY/DATE: TUESDAY 13/8/2019

2.30 P.M. – 5.30 P.M

INSTRUCTIONS: Answer question ONE and any other THREE

QUESTION ONE

Grand Garden Company is set to take its place as Kenya's largest and most sophisticated luxury conference and wedding resort. Grand Garden brings the ultimate event experience to the dynamic meeting and weddings scene, with an overall banquet facility of over 3000 sq meters.

The Grand Garden brand has long enjoyed a well-earned reputation for excellence in the field of banqueting and catering. A professional and attentive team oversees many successful events and ensures that catering and conference needs are met to the clients satisfaction. To further enhance its position as a leading conference venue, the company is reviewing its human resource capabilities to the steps that will provide and maintain the highest standards of excellence and personalized service.

The versatile function rooms are located across two floors, and include the elegant Grand Ballroom. Six functions rooms are on the ground level with a pre-function area ideally equipped to hold receptions. The body level also houses tow meeting rooms and two board rooms.

Grand Garden makes available a full complement of meeting aids and technical assistance, which includes an impressive inventory of state of the art equipment for high speed internet access and video conferencing. The company needs to put in place an audio-visual programme so as to attract a wide range of clientele.

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Required:

As a human resource specialist identify the human resource strategies that may have been put in place to enable Grand Garden company acquire and maintain a competitive position in the market. [30 marks]

QUESTION TWO

- (a) The Hard Human Resource Management approach to people management has faced a lot of criticisms with scholars advocating the use of the soft approach. In view of this statement, discuss the two approaches showing why modern management is inclined to the soft approach to HRM [12 marks]
- (b) Explain the assumptions of equity theory and show the options available to an employee who perceives the theory did not apply to him. [8 marks]

QUESTION THREE

- (a) Human resource management is just but a renaming of personnel management. Discuss this statement. [10 marks]
- (b) The original concept of HRM had much to offer, at least to management. But for some time, HRM was a controversial topic, especially in academic circles. The main reservations have been that HRM promises more than it delivers and that its morality is suspect. Identify the key points brought forth by such critics [10 marks]

QUESTION FOUR

- (a) Bundling is the development and implementation of several HR practices together so that they are interrelated and therefore complement and reinforce each other. Identify five key human resource management practices and show how an organization in the public sector can use the idea of bundling to improve performance. [15 marks]
- (b) Explain the meaning of tacit knowledge showing why it matters to an organization [5

marks]

QUESTION FIVE

- (a) Discuss the three components of human capital [6 marks]
- (b) Explain the contribution that human resource management can make to knowledge management [14 marks]

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