
CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

**SECOND YEAR EXAMINATION FOR THE AWARD OF MASTER OF SCIENCE
DEGREE IN AGRI-BUSINESS**

MBAD 820: AGRI-BUSINESS HUMAN RESOURCE MANAGEMENT

STREAMS: MSC Y2S2

TIME: 3 HOURS

DAY/DATE: MONDAY 6/08/2018

2.30 P.M - 5.30 P.M.

INSTRUCTIONS:

- **Answers question ONE and any other THREE Questions.**
- **Do not write anything on the question paper**

QUESTION ONE: CAASE STUDY (COMPULSORY)

KENYA DAIRY FARMS AND MANAGEMENT AUTHORITY

Kenya Dairy Farms and Management Authority is a State Corporation offering farm inputs, production, marketing, research and development advisory services. The Authority has its headquarters in Nairobi, which directs the activities of eight Branch offices located in major Counties in Kenya. The headquarters has a range of senior line managers and researchers, all of whom have served for a number of years in agribusiness enterprises in Kenya and beyond. Each branch is headed by a Branch Manager, who usually has four or five direct reports, such as the Farm Inputs Manager, Production Manager, Marketing Manager and Research and Development Manager etc. Each of these departmental managers has between three and five section leaders or their equivalent.

The Authority's policy in matters of promotion and management succession is to identify and prepare existing staff, rather than to recruit outsiders. Major features of the Authority's personnel practices are Human Resource Planning and the Appraisal Scheme. Implementation of Human Resource planning practice has been slow due to some internal challenges facing the Authority. On the other hand the appraisal scheme has come under criticism from both managers and staff on grounds of the vagueness of the performance criteria, and thus the underlying unfairness of eventual assessments. It has also been expressed that as the appraisals are only carried out annually, they are too remote from the fast-changing conditions operating in the branches.

The General Manager has discussed the issue with the Personnel Manager, who has agreed to revise the scheme so that it reflects performance on the job rather than personal qualities. It has also been agreed that the entire appraisal procedure will be reviewed at the same time.

MBAD 820

Required:

- (a) Discuss the likely reasons why this Authority's policy prefers internal to external resourcing of her workforce. [10 Marks]
- (b) Give specific guidelines for making human resource planning effective in this Authority. [10 Marks]
- (c) Although performance appraisal scheme of the Authority has been criticized by both managers and staff, it has certain benefits. Discuss. [10 Marks]
- (d) Examine the main determinants of employee pay in Agricultural sector in Kenya. [10 Marks]

QUESTION TWO

Agribusiness Association of Kenya (AAK) has invited you to make a presentation during their annual symposium on the concept human resource management.

- (a) In your presentation, critically analyze the extent to which human resource management is different from personnel management. [10 Marks]
- (b) Discuss the methods the members of AAK can apply to motivate their employees. [10 Marks]

QUESTION THREE

Nyanya Company Limited that specializes in the production and export of hybrid tomatoes to East African countries has resolved to conduct job analysis.

- (a) Discuss any **four** methods Nyanya Company management can use to conduct this exercise successfully. [12 Marks]
- (b) Highlight the possible uses of job descriptions in this company. [8 Marks]

QUESTION FOUR

- (a) Explain why a company might prefer on-the-job training approach to her employees. [10 Marks]
- (b) As a Senior Registrar in-charge of Human Resource Management of Chuka University, discuss the steps you could use to conduct Human Resource Planning exercise successfully. [10 Marks]

QUESTION FIVE

- (a) What are the main objectives of trade unions in Agricultural sector in Kenya? [10 Marks]

MBAD 820

(b) Certain matters may amount to gross misconduct so as to justify summary dismissal of an employee for lawful cause. Discuss these matters. [10 Marks]

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