

**CHUKA**

**UNIVERSITY**



**UNIVERSITY EXAMINATIONS**

**EXAMINATION FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION**

**MBAD 841: HUMAN RESOURCE MANAGEMENT**

**STREAMS: MBAD**

**TIME: 3 HOURS**

**DAY/DATE: MONDAY 14/04/2025**

**2.30 P.M. – 5.30 P.M.**

**INSTRUCTIONS**

- **Answer ONE and any other THREE questions.**
- **Marks allocated to each question are shown at the end of the question.**

**QUESTION ONE**

Read the following case study and answer the questions that follow.

(Case Study: Strategic HRM at "Tech Innovate")

Tech Innovate, a rapidly growing technology firm in Kenya, is facing challenges in managing its human resources effectively. The company has a diverse workforce, including software engineers, marketing specialists, and customer support staff. Recently, Tech Innovate has experienced high employee turnover, particularly among its skilled software engineers. The company's performance management system is outdated, and employees feel that their contributions are not adequately recognized or rewarded. Additionally, there have been concerns about workplace safety and employee well-being, especially with the increasing demands of remote work. The HR department at Tech Innovate is now tasked with developing a strategic HRM plan to address these challenges and improve organizational effectiveness.

- a) Based on the case study, conduct a comprehensive analysis of the key HRM challenges facing Tech Innovate, and propose a strategic framework for addressing these issues.

(10 marks)

- b) Develop a detailed strategic HRM plan for Tech Innovate, addressing the issues of employee turnover, performance management, and employee well-being. Include specific and measurable initiatives related to recruitment, training, compensation, and employee relations. Ensure that your plan aligns with the company's overall business strategy and objectives.

(15 marks)

**(Total:40 marks)**

### **QUESTION TWO**

- a) Some people believe human resource management is an area reserved for those “who can't do anything else. “Why do you think this belief has emerged? Give factual basis to support your argument.

(10 marks)

- b) Outline potential challenges and contributions presented by an increasingly diverse workforce.

(15 marks)

**(Total:25 marks)**

### **QUESTION THREE**

- a) Compare and contrast the Harvard and Michigan models of HRM, highlighting their underlying assumptions and practical implications for strategic human resource management.

(15 marks)

- b) Critically assess the application of 360-degree feedback and Behaviorally Anchored Rating Scales (BARS) as performance appraisal methods, considering their strengths and limitations in promoting employee development and accountability.

(10 marks)

**(Total: 25 marks)**

### **QUESTION FOUR**

- a) Analyze the critical components of a compensation management system. (10 marks)
- b) Evaluate various recruitment sources and methods employed by organizations, considering their effectiveness in attracting diverse and qualified candidates. (15 marks)

**(Total: 25marks)**

**QUESTION FIVE**

- a) Evaluate the role of labour unions and collective bargaining agreements in shaping employee relations, and discuss effective strategies for grievance handling and disciplinary procedures (15 marks)
- b) Discuss key considerations for ensuring health, safety, and welfare in the workplace, including OSHA compliance, workplace safety audits, and mental health initiatives (10 marks)

**(Total: 25marks)**

.....