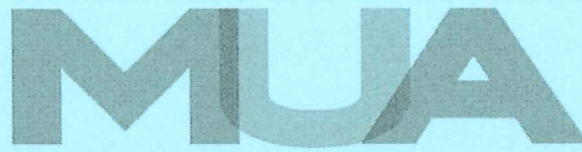


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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

**DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/  
BACHELOR OF ARTS IN DEVELOPMENT STUDIES/ BACHELOR OF  
COMMERCE**

**BML 105/BCM 213/BDS 303/ HRM 332: HUMAN RESOURCE MANAGEMENT**

**DATE: 3<sup>RD</sup> DECEMBER 2024**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 70**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

## QUESTION ONE

Read the Case Study below carefully and, answer the questions that follow:

### NAVIGATING JOB EVALUATION AND WORKFORCE PLANNING

Horizon Dynamics Ltd., a leading telecommunications company based in Nairobi, Kenya, has recently undergone a comprehensive overhaul of its HR processes to enhance efficiency and ensure the equitable determination of job values. The company, under the guidance of its HR Manager, Josephine Mwangi, is focused on aligning job evaluation, supply analysis, and compensation strategies to foster a motivated and dynamic workforce.

Horizon Dynamics Ltd. recognizes five essential features crucial in the job evaluation process. The company employs a comparative process, benchmarking roles against each other for relative value. A judgmental process allows for subjective assessments, while an analytical approach breaks down jobs into key components. The structured nature ensures consistency, and it's emphasized that job evaluation focuses on the job, not individual performance. The systematic, rather than strictly scientific, technique allows for adaptability and the identification of income gaps.

As the HR Manager, Josephine Mwangi concentrates on five specific areas of supply analysis. This includes assessing the existing workforce by occupation, skill, and potential. Attention is given to potential losses through attrition and changes via internal promotions. The impact of changing work conditions and absenteeism is evaluated, along with sources of supply within and outside the organization in the national and local labor markets.

Several factors influence compensation determination at Horizon Dynamics Ltd. Compensation surveys are conducted regularly to ensure market competitiveness. The cost of living, labor unions, economic conditions, legislation, and productivity are integral considerations. Government influence, along with the demand and supply of labor and the existing market wage rate, collectively shape the company's compensation strategy.

Horizon Dynamics Ltd. faces challenges when assessing job value. Frequent changes in the dynamic telecommunications environment demand flexibility in job evaluation. While

flexibility is encouraged, the non-scientific nature of some methods can lead to disagreements. Some methods may be challenging to understand and implement, creating potential hurdles, and some employees may struggle to comprehend certain evaluation approaches.

During job analysis, Horizon Dynamics Ltd. prioritizes gathering five crucial pieces of information. This includes understanding the overall purpose of the job in relation to organizational objectives, the nature and scope of job operations, performance criteria for evaluation, required competencies, and developmental factors such as career prospects and training needs. Environmental factors, including health and safety and working conditions, are also considered.

In the fast-paced telecommunications industry, Horizon Dynamics Ltd. recognizes that frequent environmental changes impact job values. Josephine Mwangi ensures that the job evaluation process remains agile, allowing for adjustments in job values to align with emerging industry trends. This adaptability helps the company stay competitive and ensures that the workforce is appropriately compensated for evolving job roles.

To address potential employee concerns about the non-scientific nature of job evaluation, Horizon Dynamics Ltd. emphasizes transparency in its compensation strategy. Regular communication about the factors influencing compensation, including market surveys, economic conditions, and legislative changes, fosters a sense of fairness and trust among employees. This approach contributes to higher employee engagement and satisfaction.

**Required:**

- a) Using the case above describe five essential features that are vital for Horizon Dynamics Ltd determining the relative internal worth of a job. **(10 Marks)**
- b) Advise the HR Manager at Horizon Dynamics Ltd on the five specific areas of supply analysis that she should concentrate on when doing supply forecasting. **(5 Marks)**
- c) Using the case above, discuss the five factors that affect the determination of compensation at Horizon Dynamics Ltd, specifically in relation to the Kenyan labor market. **(10 Marks)**

**QUESTION TWO**

- a) Explain five factors to consider while designing a vacant position during corporate restructuring. **(10 Marks)**
- b) Elucidate five organizational restructuring challenges facing Human Resource Managers. **(5 Marks)**

**QUESTION THREE**

- a) As an HR Manager, identify five techniques that you would use to recognize the need for training. **(5 Marks)**
- b) Discuss the five step process involved in implementing a systematic method for effectively carrying out the recruitment. **(10 Marks)**

**QUESTION FOUR**

- a) Explain five matters that can be covered under reward policy in human resource management. **(5 Marks)**
- b) Describe five essential benefits of ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements. **(10 Marks)**

**QUESTION FIVE**

- a) Determine five values that outline how the organization fulfils its social responsibilities to its employees and how they should be treated. **(10 Marks)**
- b) Highlight five solutions to challenges of performance appraisals in an organization. **(5 Marks)**

**QUESTION SIX**

- a) State five difficulties encountered when assessing the value of jobs within a company. **(5 Marks)**
- b) Evaluate five different types of training that take place in modern organizations in Kenya. **(10 Marks)**