



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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MAIN EXAMINATION

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MAY- AUGUST 2021

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SCHOOL OF BUSINESS

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DEPARTMENT OF GRADUATE BUSINESS STUDIES

REGULAR PROGRAMME

CMH 700: THEORY AND PRACTICE IN HUMAN RESOURCE MANAGEMENT

Date: AUGUST 2021

Duration: 3 Hours

INSTRUCTIONS: Answer any THREE Questions.

Q.1. The debate on Human Resource (HR) outsourcing is polarized. HR outsourcing is seen as an opportunity for the HR function by some and as a threat by others (Delmotte & Sels, 2008).

- a) Discuss the validity of the statement above. **(8 marks)**
- b) Show how theoretical concepts in HRM support your argument **(8 marks)**
- c) Examine the relationship between outsourcing and rightsizing as a HR cost cutting strategy. **(4marks)**

Q.2. The Rational Choice Theory (RCT) posits that an actor chooses an alternative that He/she believes brings about a social outcome that optimizes his/her preference under subjectively conceived constraints.

- i) Critique the RCT theory as used in some studies on HR separation. **(6 marks)**
- ii) Discuss the multidimensional performance model as the ideal approach of establishing organizational performance. **(4 marks)**

- iii) An effective knowledge transfer strategy combines technology, culture, measurement, and infrastructure in order to share knowledge across multiple areas in an organization. Discuss. **(10 marks)**

Q.3. 'The effective management of a diverse workforce would require having a different set of HR policies for the various groups'

- a) Argue out the statement above. **(6 marks)**
- b) Explain how diversity management as a HR strategy can enhance the competitive advantage of an organization. **(6 marks)**
- c) Assess the suitability of the recruitment strategies of multinational companies in relation to the overall objective of diversity management. **(8 marks)**

Q.4. The Covid 19 pandemic was a wakeup call to many organizational functions and especially the HR function.

- i) Explain the best HR practices that should be used in dealing with similar calamities in organizations in future. **(6 marks)**
- ii) a) Suggest the changes that are likely to occur to the HR function owing to the lessons learnt from the pandemic. **(8 marks)**
- b) Show how HR managers can make use of Kurt Lewin's model of change in enforcing the likely changes in (a) above. **(6 marks)**