



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

**A. M. E. C. E. A**

P.O. Box 62157  
00200 Nairobi - KENYA  
Telephone: 891601-6  
Fax: 254-20-891084  
E-mail: academics@cuea.edu

**MAIN EXAMINATION**

**JANUARY – APRIL 2014 TRIMESTER**

**FACULTY OF COMMERCE**

**MBA- PROGRAMME**

**CMH 619: CASES IN HUMAN RESOURCE MANAGEMENT**

**Date: APRIL 2014**

**Duration: 3 Hours**

**INSTRUCTIONS: Answer ANY THREE Questions**

- Q1. a) Why was performance contracting introduced in Kenya's public sector? What challenges are likely to be met when implementing the performance contract? **(14 marks)**
- b) Discuss how labour market conditions influence Human Resource Management in organizations today. **(6 marks)**
- Q2. Due to the intense competition, organization should consider its internal resources to provide competitive advantage, instead of trying to control the external environment only. Discuss the characteristics which such internal resources must have and how human resources qualify to provide competitive advantage. **(20 marks)**
- Q3. In today's organizations, HR functions are performed by line managers. What then is the role of the Human Resource Manager? **(20 marks)**
- Q4. Discuss at least **TWO** main theories that explain what determines Human Resource Management practices that are adopted by organizations. **(20 marks)**

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