



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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

**MAIN EXAMINATION**

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

**AUGUST – DECEMBER 2016 TRIMESTER**

**FACULTY OF ARTS AND SOCIAL SCIENCES**

**DEPARTMENT OF DEVELOPMENT STUDIES**

**REGULAR PROGRAMME**

**MPM 520: HUMAN RESOURCE MANAGEMENT**

**Date: DECEMBER 2016**

**Duration: 2 Hours**

**INSTRUCTIONS: Answer Question ONE and ANY OTHER TWO Questions**

Q1. Read the following case on Shanghai's Portman Hotel and answer the following questions.

Several years ago, Shanghai's Portman Hotel was good but not exceptional. Employees and guests' satisfaction ratings averaged 70% and 80%. Finances were average. When it took over the hotel recently, the Ritz – Carlton Company and the hotel's new operations manager, Mark Deconcinis set out to make the Portman a premier property. Their strategy for doing so was to dramatically improve customer service. Mr. Deconcinis knew the hotel's employees were crucial to such an effort. "We're services business, and service comes only from people". He introduced the Ritz – Carlton Company's human resource manager. Their efforts paid off. In the past few years, the Portman Ritz – Carlton was named the "Best Employer in Asia". The hotel now scores 98% in employee's satisfaction.

- a) Explain what human resource management is and how it relates to the management process. **(6 marks)**
- b) Give at least eight examples of how all managers can use human resource management concepts and techniques. **(9 marks)**

Q2. Human Resource Management Practices are the same across the globe. You have been working for a local firm with its operations in Kenya only, but you have got a new appointment in a multinational corporation with the operations in the

ten countries. You are supposed to be the HR Director in-charge of East and Central African region.

- a) Would you expect any difference in the implementation of human resource practices? **(12 marks)**
- b) Sometimes expatriates who have been sent on international assignments are not ready to serve for the full term. The early return rate is seen as the most obvious indicator of expatriate assignment failure. What contributes to this failure and what can International organizations do to prevent this failure? **(8 marks)**
- Q3. There are two methods of training, on-the-job and off-the – job training. In either of the two, the HR Manager or specialist has the reasons and the needs to be addressed.
- a) Discuss various reasons as to why organizations opt for training as a solution to their problems. **(10 marks)**
- b) Highlight and explain various approaches used ‘on –the- job training methods. **(10 marks)**
- Q4. Performance Management is a means of getting better results from the organization, terms and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. Performance Appraisal happens to be part of Performance management.
- a) What reasons do companies have in conducting Performance Appraisal? **(10 marks)**
- b) Discuss different errors encountered in Performance Appraisal. **(10marks)**
- Q5. a) Explain the following terms as used in reward and compensation of employees.
- Wages
  - Wage levels
  - Compensation
  - Statutory minimum wage
  - Base / minimum wage
- (10 marks)**
- b) Discuss various factors influencing wage and salary structure. **(10 marks)**
- Q6. Trade Unions are stimulants of a country’s economic growth and then also help in taking care of employee’s welfare.

- a) Highlight and explain why employees join trade unions. ( 10 marks)
- b) Occupational Health and safety Act (2007) is of great importance as it is even a requirement of the International Labour Organization. (ILO). In line with ILO's requirements, the Factories Act of Kenya makes detailed provisions in regard to various matters concerning employee's health and safety at the workplace.

Discuss some of the provisions given in this act. (10 marks)

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