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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR**  
**THIRD YEAR, FIRST SEMESTER EXAMINATION**  
**FOR THE DEGREE OF BACHELOR OF SCIENCE**  
**(BUSINESS ADMINISTRATION)**

Date: 12<sup>th</sup> August, 2024  
Time: 11.30am – 1.30pm

**KHR 2302 HUMAN RESOURCE MANAGEMENT 11**

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

**TRANSFORMING HRM AT GLOBAL SOLUTIONS LIMITED**

Global Solutions, a multinational technology firm, faced challenges in optimizing its Human Resource Management (HRM) practices to enhance organizational effectiveness. The company embarked on a transformation journey by introducing modern HRM models, including the Harvard Framework and the Guest Model, which emphasized strategic integration and employee well-being. These models helped align HR practices with the company's strategic objectives and fostered a culture of continuous improvement. To support this transformation, Global redesigned its organizational structure, moving from a traditional hierarchical model to a more flexible, matrix structure that facilitated better communication and collaboration across departments.

This change improved decision-making processes and empowered employees, leading to increased innovation and productivity. To further bolster organizational effectiveness, Global focused on organization design and job design. They conducted work method improvement and work measurements to streamline workflows and optimize job roles, ensuring that each position was clearly defined and aligned with the company's strategic goals. Additionally, Global implemented personal branding initiatives to help employees develop their unique professional identities, enhancing their engagement and career growth.

To evaluate the effectiveness of the HRM functions, the company introduced comprehensive performance metrics, including employee satisfaction surveys, turnover rates, and performance appraisals. These metrics provided valuable insights into the impact of HRM practices on overall organizational performance, allowing Global to continuously refine its HR strategies and maintain a competitive edge in the tech industry.

**Required:**

- a) Explain how the Harvard model introduced by Global Limited will help the organization achieve organizational effectiveness (6 marks)

- b) Highlight ways in which Global Solutions' would improve communication and collaboration within the company by changing from the traditional hierarchical structure to a matrix structure (6 marks)
- c) Describe any three techniques Global Solutions could adopt to carry out a job design exercise (6 marks)
- d) Highlight ways Global Solutions could use to build a sustainable personal brand for employees (6 marks)
- e) Identify the benefits Global Solutions derived from conducting work method improvement (6 marks)

### **QUESTION TWO (20 MARKS)**

- a) Explain how human resource management contributes to creating a positive and inclusive work environment. (8 marks)
- b) Describe the ethical dilemmas human resource management professionals might face as they undertake their roles (6 marks)
- c) Analyze the effect of organizational structure on decision-making processes. (6 marks)

### **QUESTION THREE (20 MARKS)**

- a) Describe potential challenges organizations may face when implementing change to their organization (6 marks)
- b) Personal branding is essential for human resource practitioners. Examine potential challenges in personal branding (8 marks)
- c) Explain the potential challenges that may emerge when people from different cultural backgrounds interact and work together. (6 marks)

### **QUESTION FOUR (20 MARKS)**

- a) Method improvement refers to the systematic process of enhancing and optimizing work methods. Explain the method study process. (8 marks)
- b) Examine challenges organizations may face when implementing Flexi-Work Schedules (6 marks)
- c) Using examples, explain the Value Chain Model of human resource (6 marks)

### **QUESTION FIVE (20 MARKS)**

- a) Analyse types of performance measures that can be used to measure the success of human resource functions (8 marks)
- b) Strategic Human Resource Management (SHRM) operates at different levels within an organization. Explain the various levels of strategic human resource management (6 marks)
- c) Discuss the role of human resource management in addressing contemporary challenges of workforce diversity (6 marks)