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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR
THIRD YEAR, FIRST SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 11th December, 2023
Time: 11.30am –1.30pm

KHR 302 - HUMAN RESOURCE MANAGEMENT 11

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

Read the case study below and answer the questions that follow

MAXIMIZING PERSONAL AND HUMAN RESOURCE BRANDING AT HORIZON INNOVATIONS

Horizon Innovations is a dynamic technology firm known for its innovative products and solutions. The company recognizes the importance of both personal and human resource branding in attracting top talent and building a positive workplace culture. However, recent challenges have prompted the HR department to reassess and enhance their branding strategies. Several employees at Horizon Innovations express concerns about personal branding. They feel unsure about how to effectively showcase their skills and expertise on professional platforms. There is a sense that individual contributions are not fully recognized, leading to a lack of motivation. The company's external image does not align with its internal culture. Employees describe a disparity between the company's proclaimed values and the day-to-day experiences within the organization. This inconsistency is affecting both recruitment efforts and employee morale. Horizon Innovations acknowledges the power of social media in personal and corporate branding but faces challenges in encouraging employees to actively engage online. There is a lack of enthusiasm among staff to share their experiences and achievements on professional networks.

The HR department is considering the implementation of employee advocacy programs to enhance both personal and corporate branding. However, there are concerns about potential resistance from employees and the need for clear guidelines on what is appropriate to share. Horizon Innovations is expanding globally, and there are concerns about maintaining a cohesive company culture across diverse locations. The challenge is to ensure that the human resource branding efforts reflect a unified identity while respecting local nuances. The company is contemplating the introduction of employee development programs that align with personal and human resource branding. Employees express varying expectations regarding the scope and nature of these programs, creating a need for clarity and customization. Horizon Innovations discovers negative reviews on online platforms, influencing both personal and human resource branding. The HR department must develop a strategy to address these reviews and rebuild a positive online presence.

Questions:

- a) Describe ways in which Horizon Innovations can assist employees in enhancing their personal branding efforts, especially in showcasing individual skills. (5 marks)
- b) Highlight steps that the company should take to align its external image with the internal culture, ensuring consistency in its branding message. (5 marks)
- c) Give ways through which Horizon Innovations can use to motivate employees to actively participate in personal branding on social media. (5 marks)
- d) Explain guidelines that can be implemented to ensure that employee advocacy programs are successful and respectful of individual preferences (5 marks)
- e) In the context of global expansion, highlight how Horizon Innovations can maintain a unified company culture while respecting regional differences in human resource branding (5 marks)
- f) Describe how Horizon Innovations should respond to negative online reviews to minimize their impact on personal and human resource branding. (5 marks)

QUESTION TWO (20 MARKS)

- a) Describe how HR professionals can ensure confidentiality when handling sensitive employee information. (6 marks)
- b) Using an example, explain how Value chain HRM model can help in addressing HR challenges and promoting employee well-being. (8 marks)
- c) Explain how technology influence the structure of an organization and the nature of job roles (6 marks)

QUESTION THREE (20 MARKS)

- a) Identify potential challenges organizations may face when implementing changes to their organization and job designs. (8 marks)
- b) Highlight the potential benefit of improving methods in organizations. (6 marks)
- c) Examine how personal branding can be aligned with the employer brand. (6 marks)

QUESTION FOUR (20 MARKS)

- a) Explain the importance of clear policies and guidelines in implementing flexible work options (6 marks)
- b) Discuss how employees can contribute positively to change management efforts (6 marks)
- c) The basis for evaluating HR functions lies in assessing the effectiveness, efficiency, and alignment of HR practices with organizational goals. Explain key factors form the basis for evaluating HR functions (8 marks)

QUESTION FIVE (20 MARKS)

- a) Describe potential challenges that might emerge when people from different cultural backgrounds interact and work together (6 marks)
- b) Explain how the Bridges transition change management model can be adopted by organizations to avert change management crisis (8 marks)
- c) Describe some common challenges faced in implementing strategic human resource management (SHRM) (6 marks)