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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATIONS, 2024/2025 ACADEMIC YEAR
FIRST YEAR, SECOND SEMESTER EXAMINATION
FOR MASTER IN BUSINESS ADMINISTRATION**

KHR 3101 HUMAN RESOURCE MANAGEMENT

Date: 13TH AUGUST, 2024

Time: 11:00 AM – 2:00 PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER THREE QUESTIONS

QUESTION ONE: COMPULSORY (40 MARKS)

**IMPROVING WORKPLACE PRODUCTIVITY REQUIRES A HOLISTIC APPROACH TO
EMPLOYEE HEALTH AND WELL-BEING**

According to the 2024 report released by World Economic Forum on improving workplace productivity - globally, an estimated 12 billion working days are lost annually to depression and anxiety, costing \$1 trillion in lost productivity. With around 60% of the global population being in work, human Resource management professionals and employers have a tremendous opportunity to tackle mental health at scale. Researchers estimate that in private-sector organizations where employees perceive good health and well-being management, organizational performance is more than 2.5 times greater than in organizations with poor health and well-being management. Yet, mental health challenges cost more than money, impacting morale, relationships and, ultimately, the well-being of families and communities. What can be done? The first step in addressing health and well-being at work is recognizing that employers can be part of the solution. Then, steps to address it and measuring success follow. Research published this year by the World Economic Forum shows there is no one-size-fits-all solution, but there are some guiding principles. Perhaps primarily, employers have a direct influence over the work and culture.

Culture comes from the top, which is why including leadership in initiatives is essential; there is also likely more buy-in at all levels when leaders are engaged in the process. We must empower managers to protect their staff's mental health through training and reward them professionally for doing so. An enabling environment can only be created consciously by managers with mental health awareness training and smart resources centred within the culture. How do we do that? Workforce mental health initiatives should go beyond providing individual stress management resources, such as access to on-demand digital therapy platforms. Workplace massages are great, but even better is a workplace culture that encourages people to take a proper lunch break and walk. Resources have value but are no substitute for an environment where people feel safe sharing concerns and showing their fallibility. Safe workplace means that employees can have tough conversations about the substance of work pressure, collegial relationships and personal experiences without being judged or dismissed.

Policies that encourage respectful working environments and interactions can be repeated and embodied in the messages and actions of managers and coworkers. Employees need informal and formal support and social connections can be healing. For example, work "buddies" are uniquely positioned as they offer a way to share experiences outside the hierarchy. Employees want to see themselves aligned with an organization's mission and vision and want their efforts to impact overall work. Employees want to see professional growth as an integral part of promoting wellness. Without a path for upward mobility, employees may struggle with their overall purpose. It can be as simple as a fireside chat by an executive who offers employees a chance to see

the person behind the role or peer-to-peer groups that give people the time to connect with colleagues across teams. If done with the intention of improving relationships and aiding professional development, they help rebalance the power dynamics and dissipate the fear in many workplace hierarchies. Call it good people management or the human touch.

We know that fostering a workplace culture that contributes to good mental health and wellness does not happen automatically. It takes tools, professionalism, commitment, intentionality and investment in human capital. The workplace can be a fertile environment for recognizing and supporting better mental health and wellness. Much work-related stress is preventable and should form part of an over-arching mental health and well-being focus during policy formulation. In addition, decent and quality work supports good mental health by providing a livelihood, a sense of confidence, purpose and achievement, an opportunity for positive relationships and inclusion in a community and a platform for structured routines, among many other benefits.

Required:

- a) As an aspiring people manager, explain eight basic principles that can be adopted by organisations in improving and addressing health and well-being of employees in the workplaces. **(8 Marks)**
- b) Using examples from the case study, analyse any four human resource management policies, practices and strategies that can provide holistic approach in improving employee productivity and wellbeing. **(8 Marks)**
- c) Much work-related stress is preventable and should form part of an over-arching mental health and well-being focus. Using examples, explain four approaches to job design that your organisation can adopt to avoid work-related stress. **(4 Marks)**
- d) “You should empower managers to protect their staff’s mental health through human resource operations, training and reward them professionally for doing so”. Describe how you will reward your line managers with a clear compensation and benefits package. **(4 Marks)**
- e) Employees need quality job! Using examples from the case study, justify how decent and quality work can promote human resource competency, wellness and retention. **(8 Marks)**
- f) Good people management practices such as strategic workforce planning and fostering a workplace culture that promotes mental health, is the way to go in enhancing productivity. Using a well labelled diagram, explain the workforce planning process for weekly briefing of the line managers. **(8 Marks)**
- g) The first step in addressing health and well-being at work is recognizing that employers can be part of the solution. Advise the Human Resource Manager on how to conduct point rating method of job evaluation. **(8 Marks)**

QUESTION TWO: (20 MARKS)

- a) Assume that you are the Human Resource Manager at Penda Watu Company Ltd (PWCL) dealing with import and export of beauty products. Explain how adoption of resource-based view will inform your performance management policy at PWCL **(8 Marks)**
- b) Using examples, justify that soft human resource management is a high commitment approach in employee relations and retention. **(8 Marks)**
- c) Discuss how you will apply any FOUR common measures used to assess human resources departments effectiveness within the organization. **(4 Marks)**

QUESTION THREE: (20 MARKS)

- a) An employee at XYZ company was declared redundant after their organisation automated their processes and services. As an aspiring Industrial Relations Officer, explain how you will conduct successful employment separation process in accordance with Section 40 of the Employment Act 2007 revised in 2022 **(8 Marks).**
- b) Discuss four main human resource activities and action plans integrated in workforce planning to ensure that the strategic goals of the organisation are met. **(8 Marks)**

- c) Towards demystifying professional coaching and mentorship in leadership, demonstrate how you can apply the GROW model to coach a staff who was promoted to the C-suite and is reporting to you in the line of authority (4 Marks)

QUESTION FOUR: (20 MARKS)

- a) Your organization has automated the customer service process but the job description of the front office staffs remained the same without any training that can prepare them for new role. Explain how you will conduct the job analysis since the information is required will be used in the preparation of their new job description. (8 Marks)
- b) Justify that various human resource models are applied today to enhance the comprehensive evolution of human resource management as a strategic asset. (8 Marks)
- c) Explain the concept, application and relevance of the T-shaped HR competency framework to human resource managers and line managers in modern organizations with a diverse workforce composition (4 Marks).

QUESTION FIVE: (20 MARKS)

- a) The human resource manager is the organization's strategic business partner and workforce designer who formulates policies and aligns the human resource policies, strategies, processes and procedures with the business strategy. Provide human resource policy statements that you may include in the selected policies and procedures indicated in the table below. (8 Marks)

HR policies	Relevant policy statement
1) Recruitment and selection policy	
2) Reward policy	
3) Training and development policy	
4) Grievance and dispute handling procedure	

- b) Using examples drawn from organisation of your choice, discuss the factors influencing human resources strategy and policy development framework in organizations in Africa. (8 Marks)
- c) Explain some of the measurable competencies that should be including when designing a competency procedure which will complement the performance appraisal, improvement plan and performance action plans. (4 Marks)