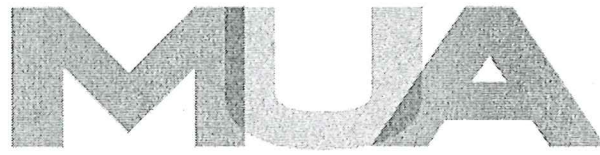


The
Management
University
of Africa



Sponsored by the Kenya Institute of Management

POSTGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF DOCTOR OF PHILOSOPHY IN BUSINESS
ADMINISTRATION

DHC 903: ADVANCED HUMAN CAPITAL DEVELOPMENT

DATE: 29TH JULY 2022

DURATION: 3 HOURS

MAXIMUM MARKS: 50

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the following case carefully and answer the questions that follow:

MSINGI BANK

Msingi Bank uses a human capital scorecard to analyse its data. This is produced on a quarterly and annual basis with various cuts of the same data produced for different business segments and countries, in addition to a global report. This comprises a series of slides with commentary to enable managers to understand the data.

The data is also included in twice-yearly board reviews on people strategy and forms part of the annual strategy planning process. The scorecard data is reviewed within each global business by a top team 'People Forum'. At country level, each local chief executive and his or her management committee reviews key trends in order to specify areas they need to focus on.

Additionally, the bank uses qualitative analysis to examine trends and this has led it to identify the role of the manager as mediating the relationship between engagement and performance. In turn, this has led to a focus on qualitative research to identify what raises the bank's best managers above the rest. A further example is a qualitative analysis of high performance in selected customer-facing roles to determine the key behaviours that continue to drive customer loyalty.

It also feeds its human capital information into an intranet-based information system that gives users an assessment of how they are doing against a number of indicators. It uses a dashboard of red, amber and green indicators to give each business unit an idea of how they are faring on a number of key drivers of employee commitment. This is backed up with advice on how improvements might be made.

Required:

- a) From The case above it is evident that Msingi bank has a policy on Human Capital Management. Explain the factors that could have motivated the managers to introduce HCM. **(10marks)**

- b) To keep pace with the changing environment, the importance of periodic HCD audit has increased in recent years. Enumerate the main objectives of HR audit. **(10marks)**
- c) Based on the case above explain how Human Capital Management reinforces Human Resource Management. **(10marks)**

QUESTION TWO

Organizations can increase the value of the human resources by adopting learning organization principles. Evaluate Five main principles of learning organization strategy. **(10marks)**

QUESTION THREE

The top managers in your organization are questioning the rationale for Human Capital Management. Discuss your main arguments in your presentation as you make the business case for HCM to top management? **(10marks)**

QUESTION FOUR

Human Resource Accounting seeks to facilitate the efficiency of human resources. Explain FIVE reasons that make organizations undertake HRA. **(10marks)**

