The Management University of Africa

Sponsored by the Kenya Institute of Management

POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF BUSINESS ADMINISTRATION

MBA 506: HUMAN RESOURCE MANAGEMENT

DATE: 21ST JULY 2022

DURATION: 3 HOURS

MAXIMUM MARKSS: 60

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 MARKSS and the rest carry 15 MARKSS each.
7. **Write all your answers in the Examination answer booklet provided**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

Case Study - "Drug and Alcohol Problem"

A female employee, who had been sent home for being under the influence, struck her manager on the side of the head with a board, pulled out a knife, and threatened to cause bodily harm.

The Incident Response Team was not activated.

On Friday, a female employee was sent home by her supervisor because she appeared to be intoxicated. The female employee returned to work on Monday and walked into the manager's office and proclaimed that she was drunk and asked what he was going to do about it. The female picked up a board off the manager's desk and struck him on the side of his head. She then pulled out her knife and threatened to cause him bodily harm. The manager was able to escape from his office. As he ran down the corridor, the female was in close pursuit, waving the knife in the air, and screaming unintelligible utterances. As the manager passed a set of double metal doors, he stopped, closed the doors, held them closed with his foot, and called out for help. While waiting for the police to arrive, the female employee continually jabbed the knife blade through the crack in the doors in an attempt to cut the manager. The police arrived and arrested the female employee.

During the court hearing and her appeal for wrongful dismissal, the employee admitted to being addicted to illegal drugs and to being an alcoholic. She claimed that her father had sexually abused her as a child.

The female's representative also claimed that the inappropriate behavior by her supervisor and manager, combined with the illegal drug and alcohol abuse, caused her to flashback to her childhood, resulting in her violent behavior. The expert witnesses supported this concept and the judge ordered the company to reinstate the female to her original position.

A sexual harassment case was opened against the manager, who left his position. The case is under appeal.

Legal experts say that once the employee declares that she is an alcoholic and asks for help, she falls into a protected class under the Kenyan Employment laws and must be treated as such.

Required

a) Explain how the supervisor should have handled the above case at the initial stage to avoid the situation from turning against him. **(8 Marks)**

b) Evaluate how counseling would have assisted in solving the above case. **(4 Marks)**

c) Explain how can this organization improve on staff safety at the workplace. **(6 Marks)**

d) Discuss the measures that you would put in place before reinstating the employee. **(6Marks)**

e) Highlight the key issues that an organization should address in order to avoid a repeat of a similar case. **(6 Marks)**

QUESTION TWO

a) Assess the principles of performance management **(9 Marks)**

b) Differentiate talent management from Human resource management. **(6 Marks)**

QUESTION THREE

a) Highlight the key issues that you would consider during a collective bargaining session with your employer. **(6 Marks)**

b) Demonstrate the steps that you would follow during the career planning process. **(9 Marks)**

QUESTION FOUR

a) Evaluate the types of needs analyses that you would undertake before conducting a training in your organization. **(10 Marks)**

b) Examine the principles of employee welfare service. **(5 Marks)**