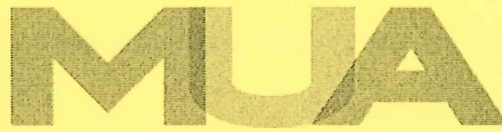


The
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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DOCTOR OF PHILOSOPHY IN APPLIED MANAGEMENT AND LEADERSHIP

DHC 901: THEORIES OF HUMAN CAPITAL DEVELOPEMNT

DATE: 1ST APRIL 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 15 MARKS each.
7. Write all your answers in the Examination answer booklet provided

QUESTION ONE

Read the attached case study below and answer the questions that follow

MALL HYPERMARKETS

Mall is an international chain of hypermarkets with its head office in France; it is the world largest hypermarket in sales volume. The company's first branch was opened in France. The Company has 8,000 stores across Asia, Europe, South America and slowly making its mark in Africa with hypermarkets in Egypt, Morocco, South Africa and now East Africa. Mall's entry into the East Africa market has heated up competition in the retail market. The retailer seeks to respond to changing customer needs and cater to the growing demand for formal and modern retail in the capital and its surroundings.

In the East Africa, the company is located at various strategic points with some of its management services like human resources offered centrally in the regional office in France. Mall currently operates six stores in East Africa and other developments in the pipeline. Mall which started operations in 2016 in East Africa, have contributed towards the creation of 4,000 new employment opportunities by the end of 2019. The company offers more than 3,000 non-food items; some of these items include cosmetics, furniture, electronics, office equipment, and kitchenware's.

To effectively manage the multibillion stores, the company requires an orchestrate team. For an effective operation, Mall requires an optimal combination of physical and human resources. Well-trained and experienced work force is the greatest asset that an organization can have; it is through human resources that an organization exists.

Great leaders or managers are credited for their ability to combine available strengths and weakness in their organization to develop an orchestrate team. In Mall, the human resource department has the mandate of ensuring the company has, at all times, the right number and quality of personnel necessary to attain its corporate goals and objectives.

To have a winning team, the department with the assistance of other line and top managers has put on elaborate programs for hiring, training, retaining and redeployment of staffs.

Required:

- a) In reference to the above case study briefly discuss any five challenges that the managers may face in implementing the Human Resource Management Strategies. (10 Marks)
- b) Discuss the role of HRM as a strategic function in helping Mall achieve its strategic aims. (10 Marks)
- c) Mall hypermarket seems to have seen a niche in the Kenyan Market and have a competitive advantage in the industry they are operating in. Identify and explain five ways the company has created this competitive advantage. (10 Marks)

QUESTION TWO

Evaluate the functional components of human capital management solutions (10 Marks)

QUESTION THREE

Using examples to justify your answers in each case, assess the future of human capital management (10 Marks)

QUESTION FOUR

Discuss the Resource Based View model of strategic human resource management clearly showing its relevance to human capital management (10 Marks)

