



STRATHMORE BUSINESS SCHOOL

MASTER OF SCIENCE IN AGRIBUSINESS MANAGEMENT

MMA 8302: HUMAN RESOURCE MANAGEMENT FOR AGRIBUSINESS

Date: Thursday, 30th November 2023

Time: 3 Hours

Instructions:

1. This examination consists of **FIVE** questions.
2. Answer **QUESTION ONE** and **ANY OTHER TWO** questions

Question 1 (30 Marks) (Compulsory)

Human resources are one of the crucial strategic assets in agribusiness and production. However, managers and business owners face the challenge of managing their employees in an effective and efficient manner to remain competitive in the marketplace. Drawing from your experience in the agribusiness industry, discuss the key dramatic structural changes that have occurred in the agriculture worldwide, and demonstrate the crucial human resource issues calls for an understanding of how the HRM function can be tailored to be a prime source of sustained competitive advantage.

Question 2 (20 Marks)

In order for agribusiness professionals to use strategic human resource management techniques effectively, HR professionals should carefully create strategies that best reflect the company's goals. Unpack the steps in the Strategic HRM Process and demonstrate how your organization can realize the benefits of the different steps in the Strategic HRM Process.

Question 3 (20 Marks)

Agribusiness is a highly interconnected and interdependent sector that involves multiple actors and stakeholders across the value chain. To be a successful agribusiness leader, you need to build your network and relationships with people who can support, advise, and collaborate with you. Hence, as an agribusiness leader, you need to embrace leadership from both role and social style

perspective. Apply the six leadership roles and four leadership social styles to analyse the diverse forms of leadership approaches that can be observed in the complex agribusiness industry.

Question 4 (20 Marks)

The David Ulrich HR model is used by big, customer-focused companies around the world to improve efficiency and efficacy in their HR departments. Reflecting on your work experience, describe the Ulrich's HR model and illustrate how you would implement the model in your organization.

Question 5 (20 Marks)

An agribusiness funding facility for the small-and-medium Enterprises in Kenya has prioritized and invested significant resources in employee resourcing, training, and development programs in order to improve employee retention challenge for the selected agribusiness companies in Kenya. As an HR consultant, you have been tasked with the workforce planning process to evaluate the human resource capacity in the selected companies. Demonstrate how you would explore the workforce planning approach for this assignment.

a) Demonstrate how you would explore the workforce planning approach for this assignment.

(12 marks)

b) Discuss possible recommendations that you would share with the companies to deal with employee turnover problems.

(8 marks)