



**Strathmore**  
UNIVERSITY

## **STRATHMORE UNIVERSITY BUSINESS SCHOOL**

MASTER OF MANAGEMENT IN AGRIBUSINESS

END OF SEMESTER EXAMINATIONS

**MMA 8302: STRATEGIC HUMAN RESOURCE FOR AGRIBUSINESS**

**Date:** Thursday, 21<sup>st</sup> February 2019

**Time:** 3 Hours

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### **Instructions**

1. This examination consists of **SIX (6)** questions.
2. Answer **FOUR Questions (TWO** questions from **Section A and TWO** questions from **Section B)**

**Section A** (Answer **ANY TWO** questions from this section)

### **Question 1 (20 Marks)**

Kimanzi is employed as a farm manager for Kibwezi Yoghurt Processors that produces Yoghurt for export. They have had many cases of staff indiscipline which has affected their production schedules. Kimanzi met an old friend who now practices law and he told him that, employee terminations had become very expensive for employers if not done properly due to the recently reviewed labour laws.

- a) Discuss the reasons why an employer may summarily dismiss an employee. (5 Marks)
- b) Discuss the procedure for termination of employees that employers should use to avoid putting the business at risk. (10 Marks)
- c) Discuss the rights of employees that employers should observe in their workplaces to ensure creation of balanced work environments. (5 Marks)

### **Question 2 (20 Marks)**

There has been a debate amongst practitioners and business owners as to whether we should hire people by focusing on external recruitment or whether we should do internal recruitment. The positions managers take depend on the nature of business and the cadre they are hiring.

- a) Join the debate by evaluating the pros and cons of hiring from within (internal recruitment) and hiring from outside (external recruitment) ( 10 Marks)
- b) Discuss the selection procedure you would follow to fill the position of a production manager that has fallen vacant in your business. (5 Marks)
- c) Explain the measures you would put in place to ensure successful interviews are held for the position of production manager and the most favorable candidate is identified. (5 Marks)

### **Question 3 (20 Marks)**

In agribusiness performance management is key so as to ensure that employees are doing what they are supposed to and it is important that what they do can be measured using proper key performance indicators.

- a) Discuss why it is important to conduct performance appraisals for staff in agribusiness sector. (10 Marks)
- b) Explain the various sources of errors that most managers are likely to make in the performance appraisal process. (10 Marks)

### **SECTION B (Answer ANY TWO questions from this section)**

#### **Question 4 (20 Marks)**

Triple MMM an agribusiness has invested in training their employees and has therefore set aside a budget for training. They have approached you to advice and provide information on how each of the following will be achieved.

- a) Methods they would use to select the training needs in their business (5 Marks)
- b) Develop a training plan for the year (10 Marks)
- c) Methods they would use to evaluate the effectiveness of their training programmes. (5 Marks)

#### **Question 5 (20 Marks)**

Retention of Skilled and even unskilled workers remains a challenge in agribusiness sector as staff are very mobile.

- a) Discuss the factors that you would take into consideration when setting up a remuneration scheme for employees in this sector. **(5 Marks)**
- b) Discuss the benefits, incentives and welfare measures you would put in place to enhance retention of employees. **(15 Marks)**

**Question 6 (20 Marks)**

Provision of a healthy and safe work environment requires more than reducing the number of job related accidents and injuries. Managers have to deal with a variety of issues, to ensure the creation of a good working environment. This is now more important than ever due to the increased social pressures that lead to depressive states of mind.

- a) Discuss five occupational and five health hazards that you need to address in agribusiness to enhance the quality of work life. **(10 Marks)**
- b) Discuss five factors that are likely to causes extensive employee stress in the agribusiness sector and show how these can be alleviated. **(10 Marks)**