



Kasarani Campus  
Off Thika Road  
Tel. 2042692 /  
P. O. Box 49274, 00100  
NAIROBI  
Westlands Campus  
Pamstech House  
Woodvale Grove  
Tel. 4442212  
Fax: 4444175

**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2019/2020 ACADEMIC YEAR**  
**FOURTH YEAR, SECOND SEMESTER EXAMINATION**  
**FOR THE DEGREE OF BACHELOR OF SCIENCE**  
**(BUSINESS ADMINISTRATION)**

Date: 6<sup>th</sup> December, 2019  
Time: 11.00am – 1.00pm

**KHR 413 - CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT**

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

**QUESTION ONE (30 MARKS)**

Read the extract below and answer the questions that follow:

Companies that aspire to sustain their competitive edge, both at present and in the future require human resource well equipped with recent techniques and technologies to face the changes and challenges of 21st century. There are an incredible number of demands on organizations today. Few of them includes escalating globalization, tough competition, frequent changes in technology, new organizational alliances, novel organizational structures, demographical shift, change in methods of working etc. With all these changes, there is a huge amount of pressure on today's organizations and especially HR function has a very critical role to play in order to help and navigate through evolutions. Hence HR needs to increase its apparent as well as real value. HRM is one of the functions of management that endured tremendous l changes in the new millennium. There is a shift in HRM managers' responsibility from simply handling personel issues to designing strategic implementation of complicated strategies for the organization.

Currently, there are extensive discussions going on regarding the main concerns for Human Resource in future. HR managers are facing a variety of challenges due to increased globalization, latest production techniques, change in customers' demands and corporate restructuring. HR managers are struggling hard for retaining talent, meeting multicultural workforce demands, and economizing of employees. There is a need to develop a flexible workforce to meet the changing demands of 21st century.

- a) Based on the above case, explain any three challenges HR managers encounter when dealing with multicultural workforce (6 Marks)
- b) Highlight three benefits of flexitime to employees and the organisation. (6 Marks)
- c) Identify and explain six demands on organizations today as portrayed in the extract (6 Marks)
- d) International human resource management is the process of managing people across international boundaries by multinational companies. Identify six advantages of employing internationally (6 Marks)
- e) Talent management is key for the success of an organization. Identify and explain the benefits of talent management to an organization (6 Marks)

**QUESTION TWO ( 20 MARKS)**

- a) Quality of work life improvement is any activity which takes place at every level of an organization, which seeks greater organizational effectiveness through the enhancement of human dignity and growth. Explain five criteria for measuring quality work life (10 Marks)
- b) Organisations that embrace Participative management are able to acquire and maintain skilled and talented personnel. Examine five prerequisites for its successful functioning (10 Marks)

**QUESTION THREE ( 20 MARKS)**

- a) Highlight five ways in which an organization can succeed in creating low carbon workplace through Human Resource practices (10 Marks)
- b) Career management is regarded as lifelong, self-monitored process of career planning; Examine Five benefits of Career Management (10 Marks)

**QUESTION FOUR ( 20 MARKS)**

- a) Discuss five negative consequences of politics in the workplace. (10 Marks)
- b) Examine the steps you can take to help your employees feel empowered. ( 10 Marks)

**QUESTION FIVE ( 20 MARKS)**

- a) Employee counselling is the process of assisting employees with help and support during difficult times. Explain the benefits of employee counselling. (10 Marks)
- b) Drug abuse is one of the serious challenges affecting work place today. Describe five effects of drug abuse in the contemporary workplace. (10 Marks)