



UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF COMMERCE

HRM 424: GENDER MAINSTREAMING AND HUMAN RESOURCE

DATE: 14TH APRIL 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** 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

Patricia M. was 21 years old when she first came to the United States from Mexico about six years ago. Like most immigrant farmworkers in the US, Patricia did not have a work visa, but she was able to get work. About four years ago, she got a job harvesting almonds. The foreman would pick workers up and then drop them off at the end of the day at a local gas station. She said he repeatedly offered her food and drink, which “bothered [her] a lot,” because she felt he was not offering these things innocently. He insinuated that he could help her, saying, “Listen to me, I’m the foreman, and you’ll have a job.”

On the third day, he dropped off all the workers at the gas station except her. He told the rest of the workers he was going to pick up the water cooler, but instead, he took Patricia to a remote field. “From there, he didn’t say anything, he just stared at me. I was wearing a hat and a bandanna [that covered my face], and he said, ‘What do you have there? An animal?’ And I knew he wanted to do something to me.”

Patricia described him as “fat, very big.” She reported that he got on top of her and tied her hands with her bandanna to the hand grip above the truck door. Then, she said, “He took off my clothes and he raped me.... He hurt me badly.”

Patricia did not tell anyone. She said, “I felt very sad and very alone.” She had no family in the US, and she did not want to tell her family in Mexico what had happened. After the rape, Patricia continued to work at the same farm. She could not leave the job because there was no other work available. The abuse continued. “He kept raping me and I let him because I didn’t want him to hit me. I didn’t want to feel pain.” Eventually, Patricia found out she was pregnant.

She heard that she could apply for disability benefits and went to a social service agency where the employees asked her whether she had a partner. That question prompted her to tell them everything, and the agency helped her file a police report. Patricia credits the agency for providing crucial support. She still has not told her family in Mexico what happened. Although she told her mother she was pregnant, she didn’t tell her about the rape, “because I don’t want her to be sick.” Without the

counsellors at the agency, she knows she would never have filed the police report: “I was afraid they would put me in jail; I was afraid [they’d] send me to Mexico because I was illegal.”

Patricia stated that the foreman was not prosecuted and sentenced for the crime. Instead, after arresting him, the police seem to have contacted immigration authorities, as he was soon deported. Unfortunately, this does not mean he is completely out of Patricia’s life. She has heard reports from his family that he is planning to come back to the US and see the child. The rape continues to affect her in other ways as well. Patricia is now married, and her daughter is “so beautiful,” despite the painful memories of how she became pregnant. Yet she reports, “Sometimes, I remember and I can’t be intimate with my husband.” She also worries because, “I don’t know what to tell my daughter when she gets older.”

Required:

- a) From the case study above, propose five strategies that should be adopted to control sexual harassment at the almond firm. **(15 marks)**
- b) Suggest five possible questions that the investigator would have asked while investigating Patricia’s case. **(5marks)**
- c) Analyze five recommendations that you would give when Patricia files the sexual harassment complaint. **(5 marks)**

QUESTION TWO

- a) With relevant examples, discuss some of the treatment that could be gender discrimination. **(10 Marks)**
- b) Discuss five gender mainstreaming activities and implementation measures. **(5 marks)**

QUESTION THREE

- a) Evaluate two approaches to Gender Mainstreaming **(5 Marks)**
- b) Assess any five harmful traditional practices by UNICEF **(10 marks)**

QUESTION FOUR

- a) Critically analyse three main causes of gender based violence **(6 marks)**
- b) There are several levels of escalation to employ in putting an end to workplace sexual harassment. Discuss 3 Strategies to Stop the Harassment **(9 marks)**

QUESTION FIVE

- a) Discuss six challenges women in managerial jobs face. **(12 marks)**
- b) Evaluate three ways how to achieve gender equality in the workplace **(3 marks)**

QUESTION SIX

- a) Examine four gender issues in Human Resource Management **(8 marks)**
- b) Discuss seven ways that the Kenyan law considers sexual harassment **(7 marks)**