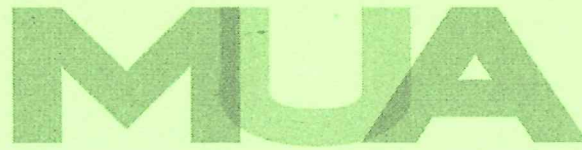


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF COMMERCE

HRM 313: CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT

DATE: 7TH AUGUST 2024

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:

FOSTERING SOCIAL RESPONSIBILITY AND EMPLOYEE RELATIONS IN KENYA

PEAK Corporation is a leading multinational company operating in Kenya, specializing in the manufacturing and distribution of consumer electronics. The company has a diverse workforce of over 2,000 employees, and its commitment to social responsibility and effective employee relations has played a vital role in its success. This case study explores how PEAK Corporation has embraced social responsibility and built strong employee relations to enhance organizational performance and stakeholder satisfaction.

PEAK Corporation recognizes the importance of social responsibility and has implemented various initiatives to make a positive impact on society. The company actively supports local communities through initiatives such as educational programs, skill development workshops, and healthcare campaigns. By promoting sustainable practices and reducing its environmental footprint, PEAK Corporation contributes to the preservation of Kenya's natural resources.

PEAK Corporation has experienced several benefits by practicing corporate social responsibility (CSR). Firstly, CSR initiatives have enhanced the company's reputation, leading to increased customer loyalty and trust. Secondly, it has helped attract and retain talented employees who align with the organization's values. Lastly, CSR efforts have improved the company's relationships with government entities, fostering a supportive business environment.

PEAK Corporation recognizes its responsibility towards various stakeholders. The company maintains open lines of communication and engages in dialogue with employees, customers, suppliers, and local communities. By addressing the diverse needs and expectations of stakeholders, PEAK Corporation creates a harmonious working environment and strengthens its relationships with key partners.

PEAK Corporation places a high emphasis on employee relations, recognizing that a positive and engaged workforce is essential for long-term success. The company actively promotes effective communication, collaboration, and teamwork. It provides opportunities for employee development and encourages a healthy work-life balance. Through these initiatives, PEAK Corporation aims to create a supportive and productive work environment.

Despite PEAK Corporation's commitment to employee relations, occasional challenges may arise. Poor industrial relations can be caused by factors such as inadequate communication, lack of employee involvement in decision-making, unfair treatment, and insufficient grievance redressed mechanisms. PEAK Corporation acknowledges the importance of addressing these issues promptly to maintain a positive working environment.

Various factors can impact industrial relations within an organization. PEAK Corporation recognizes that factors such as organizational culture, leadership style, compensation and benefits, job security, and employee engagement significantly influence the quality of employee relations. The company actively works towards fostering a positive culture and ensuring fair and equitable practices to nurture healthy industrial relations.

Required:

- a) Discuss five benefits that PEAK Corporation has experienced through practicing corporate social responsibility. (10 Marks)
- b) Identify five causes of poor industrial relations within PEAK Corporation. (5 Marks)
- c) Justify five approaches that PEAK Corporation can use to address the social responsibility towards different stakeholders. (5 Marks)
- d) Explain five importance of employee relations in an organization like PEAK Corporation. (5 Marks)

QUESTION TWO

- a) As a human resource manager describe five strategies for fostering a positive attitude, loyalty, and attachment among employees towards the organization. (5 Marks)
- b) Discuss five fundamental elements of diversity-related conflicts within contemporary organizations. (10 Marks)

QUESTION THREE

- a) State and explain five primary responsibilities of Human Resource Management. (10 Marks)
- b) Analyze five primary functions that can be valuable in effectively managing ethical considerations within the workplace. (5 Marks)

QUESTION FOUR

- a) Evaluate five significant challenges that organizations may encounter when engaging in international business activities. (10 Marks)
- b) Outline five distinct forms of employee behavior observed in contemporary organizations. (5 Marks)

QUESTION FIVE

- a) Enumerate five advantages that Multinational Corporations can gain from implementing a global strategy. (5 Marks)
- b) Describe five primary principles for effectively managing ethical considerations within the workplace. (10 Marks)

QUESTION SIX

- a) State and explain five notable risks associated with organizations venturing into the international market. **(10 Marks)**
- b) Justify five major economic costs incurred when implementing international and global strategies. **(5 Marks)**

