



KARATINA UNIVERSITY

UNIVERSITY EXAMINATIONS

SECOND YEAR, FIRST SEMESTER EXAMINATION

2023/2024 ACADEMIC YEAR

FOR THE DEGREE OF:

BACHELORS OF BUSINESS MANAGEMENT

COURSE CODE: BBM 203

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

DATE:15/12/2023

TIME: 11.00 AM – 1.00 PM

INSTRUCTION TO CANDIDATES

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21ST CENTURY MANAGEMENT CHALLENGES

In the 21st century there has been an unprecedented increase in the number of organization that have internationalization their operations. The international movement of labour that has been concomitant with such expansion of international business has meant that issues associated with the management of human resources across International borders are increasingly important to international human resource managers and academics. This poses a lot of challenges to HR managers. The rapidly transforming business landscape means that there are currently many human resource management challenges which will continue to evolve for years to come. Tom Marsden, Director of Professional Services at Alexander Mann Solutions says that HR departments really need to be adding real business value to their organizations.

Due to the fluctuating economy as well as local and global advancements, there are many changes occurring rapidly that affect HR in a wide range of issues. In the Survey of Global HR Challenges: Yesterday, Today and Tomorrow, conducted by PricewaterhouseCoopers on behalf of the World Federation of Personnel Management Associations (WFPMA), several challenges for human resource management were revealed. The modern business can not effectively operate in the business world if the human force is not well equipped with the latest technology and techniques. This is the responsibility of the human force manager to properly train the work force and to see the basic things the human force needs to achieve the competitive advantages of business in 21st century.

Great debates on this topic have been ongoing for several years and no doubt, people are important in any organisation but due to rapid changes in the business world, globalization, change in customer taste and habits, new techniques of production, human in the organization now facing different kind of problems, to cope with this situation the today's HR manager is also facing a variety of issues and challenges on how they can best manage and solve all these issues and challenges with splendid ways.

All the organizations should prepare their human resources people well keeping in view the global environment or market place to ensure competitive advantage. Human resource manager will have to build or developed such a frame work that allows flexibility to develop such a workforce that will be the work force for tomorrow. The main aim of the paper is to address HR

issues and challenges in the light of variety of literature work by different authors. What should be the priorities for human resource in future? The answer to this question is very difficult but there are many factors contributing to HR managers functions and these activities are constantly changing. By keeping in view the entire situation, the organization's HR department is continuously being transformed as well. Some pieces of research have pointed out that the most of the challenges faced by the HR in 21st century are also, retention of the employees, multicultural workforce, women workforce, retrenchment of employees, change in the demand of the government, technology, globalization, and initiating the process of change.

The World Federation of Personnel Management Association (WFPMA) survey pointed out the most important top ten HR challenges are leadership development, organizational effectiveness, change management, compensation, health and safety, staff retention, learning and development, succession planning. Staffing: recruitment and skill labour. Liz Weber has pointed out that the most important challenges of the HR in business are layoffs. The most of the owners and managers are facing this hard issue. This lay off may be due to several reasons which include the economic uncertainty, the employee's job instability and HR less effectiveness.

In this modern business world, markets have become battlegrounds where both the domestic and foreign competitors try to capture as maximum market shares as possible. Such globalization is a challenge for HRM. However without human resource they have no value because a workforce is knowledgeable and skilled, who facilitates a company in gaining competitive advantage over others and enable a company to compete in the foreign market and to make investment in not only in a domestic market but also in foreign markets. Human Resource is the tool which makes an organization successful in the field of globalization.

Q.1. Discuss five challenges of globalization in the above case **(10 Marks)**

b) Examine five rapid changes in the business world in the case above **(5 Marks)**

c) Explain five areas which makes an organization successful in the field of globalization. **(5 Marks)**

d) Explain five contributions of human resource in the case above **(5 Marks)**

Q.2. Discuss five strategies and processes an organization develops to keep its top talent **(10 Marks)**

b) Explain five characteristics of a human resource policy **(5 Marks)**

Q.3. Explain seven training benefits to an organization **(7 Marks)**

b) Explain the differences between personnel management and human resource management **(8 Marks)**

Q.4 Discuss the five managerial functions of human Resource Management giving relevant examples? **(10 Marks)**

b) Explain five competencies of a human resource practitioner **(5 Marks)**

Q.5. Explain seven areas where strategic contributions can be made by human resource management **(7 Marks)**

b) Discuss four of the techniques applied in data collection for job analysis **(8 Marks)**

Q.6. Discuss five methods of aligning employees' personal goals with company goals **(10 Marks)**

b) Explain five factors that influence recruitment policy in an organization **(5 Marks)**