



KARATINA UNIVERSITY
UNIVERSITY EXAMINATIONS
FOURTH YEAR, FIRST SEMESTER EXAMINATION
2023/2024 ACADEMIC YEAR

FOR THE DEGREE OF:
BACHELOR OF HUMAN RESOURCE MANAGEMENT

COURSE CODE: BHR 420

**COURSE TITLE: CONSULTANCY IN HUMAN RESOURCE
MANAGEMENT**

DATE: 21/12/2023

TIME: 11.00 AM – 1.00 PM

INSTRUCTION TO CANDIDATES

- SEE INSIDE

ANSWER QUESTION ONE AND ANY OTHER THREE QUESTIONS

QUESTION ONE

XYZ COMPANY

Talented employee retention is a critical focus for organizations aiming to thrive in today's competitive landscape. Attracting top talent is only the first step; the true value lies in retaining these skilled individuals. By implementing effective retention strategies, such as competitive compensation, opportunities for professional growth, a supportive work environment, and recognition for contributions, organizations can ensure that their talented employees remain committed and engaged. Talent retention not only safeguards valuable intellectual capital but also fosters a culture of continuity and innovation, driving long-term success and sustainability in the ever-evolving business world. XYZ Company is a mid-sized technology firm that has been experiencing high turnover rates among its software engineers. The company is concerned about losing top talent to competitors and wants to develop a talent retention strategy. They decide to hire an HR consulting firm to address this issue.

Required:-

- a) Explain five (5) key factors should the HR consulting firm consider when conducting a thorough analysis of the turnover issue at XYZ Company **(10 Marks)**
- b) Based on the analysis, discuss five (5) strategies should the HR consulting firm recommend to XYZ Company to improve talent retention **(10 Marks)**
- c) Elucidate on five (5) major action plans that the HR consulting firm can use to assist XYZ Company in implementing and monitoring the recommended talent retention strategies **(5 Marks)**

QUESTION TWO

- a) Explain the primary roles and responsibilities of HR consultants within organizations. Provide examples of situations where HR consultants can add significant value **(10 Marks)**
- b) Elaborate on five principles of effective HR consultancy **(5 Marks)**

QUESTION THREE

- a) Explain five major actions that a HR consultant must take at the termination stage of HR consultancy **(10 Marks)**
- b) Explain five reasons that can lead to failure in client –consultant relationship in HR Consultancy. **(5 Marks)**

QUESTION FOUR

- a) It is highly desirable that at the action planning stage of HR consultancy, the client organization is more involved than in diagnostic phase. Explain five reasons why the involvement should be more elaborate at the diagnostic stage **(10 Marks)**
- b) Discuss five factors that are considered in evaluating HR consultancy work **(5 Marks)**

QUESTION FIVE

- a) Explain five significant reasons for diversity and inclusion (D&I) in the workplace and its relevance to HR consulting **(10 Marks)**
- c) By use of appropriate examples, examine the five main challenges faced by HR consultants in Kenya today **(5 Marks)**

QUESTION SIX

- a) Discuss five ethical considerations HR consultants should be aware of when working with clients. For each provide an example of an ethical dilemma that an HR consultant may encounter and how they should address it while maintaining professionalism **(10 Marks).**
- b) A Human Resource (HR) Consultancy Contract outlines the terms and conditions of the consulting engagement between an HR consultant or consulting firm and a client organization. Discuss five functions of a contract in HR consultancy **(5 Marks)**