NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF HUMAN RESOURCE MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 7
COURSE CODE: CHR612S	COURSE NAME: CONTEMPORARY ISSUES IN HUMAN RESOURCES
DATE: JUNE 2024	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY PAPER	
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INSTRUCTIONS
1. Answer all questions
2. Answer the asked question

PERMISSIBLE MATERIALS

Examination paper, Pen and ruler

THIS FIRST OPPORTUNITY PAPER CONSISTS OF 7 PAGES (Including the cover page)

QUESTION 1: Case Study   **(20 marks)**

Read the passage below and answer all questions

May the bots be with you! Delivering HR cost-effectiveness and individualised employee experiences in an MNE Ashish Malika, Pawan Budhwarb, Charmi Patelc and N. R. Srikanthd

In simple terms, AI, "in business refers to the development of intelligent machines or computerised systems that can learn, react and perform activities like humans for a range of tasks" (Malik et al., 2020, p. 3). The proliferation of AI-based solutions in business processes, reducing employee costs, enhancing customer engagement, job satisfaction, and employee experience is increasingly gaining prominence (Bughin et al., 2017; Faliagka et al., 2014; Guenole & Feinzig, 2018).

This interest has led to a proliferation of scholarship on AI in HRM in the recent call for papers in premier HRM journals (Budhwar & Malik, 2020a, 2020b). This increasing uptake of AI-focused HRM scholarship has pervaded the sub-functional domains of HRM, such as using AI in talent acquisition (Upadhyay & Khandelwal, 2018), video interviews (McColl & Michelotti, 2019), human-and-robot psychological contracts (Bankins & Formosa, 2020), training and development (Maity, 2019), team composition and performance evaluation (Andrejczuk, 2018), talent predictions (Jantan et al., 2010) and coaching (Stavrou et al., 2007).

Despite the above interest and claims regarding the extent to which AI adoption in HRM will impact work, worker and the workplace, scholars have noted limitations,

such as 'complexity of the HR phenomena, small data, ethical and legal constraints, and employee reactions to AI management' (Tambe et al., 2019: p.21). This concern is often attributed to the small data size, a limited number of data points and lack of diversity in data, which leads to biases and ethical issues. Nevertheless, a promising stream of research at the interface of AI-HRM has begun exploring how AI can enable higher levels of employee engagement (Hughes et al., 2019) and return significant savings in HRM costs through interactive AI applications.

This line of thinking is evident as employees are experiencing HRM practices through a range of HR-focused AI applications. Despite the intuitive logic and appeal, there is limited understanding of how employees experience HRM practices through an AI-mediated exchange using AI applications, such as intelligent Bots, humanoids or indeed some other AI-enabled HRM applications. It is also not clear whether such an exchange is cost-effective and improves employee and HR business outcomes. It is, therefore, essential to undertake further research in this currently neglected area of scholarship.

Questions

1.1 Discuss the potential impact of AI-mediated HR practices on employee experience. Consider both positive and negative aspects in your answer. **(8 marks)**

1.2 Briefly explain two potential benefits of artificial intelligence in human resources practises

(4 marks)

1.3 What are the key limitations identified in the passage regarding the widespread adoption of artificial intelligence in human resource management **(6 marks)**

1.4 Why is there a concern about small data when implementing artificial intelligence in human resource management **(2 marks)**

QUESTION 2 – Multiple: choice The correct answers are in bold **(10 marks)**

2.1 What does AI in HRM refer to? **(2 marks)**

    a) Standardizing performance evaluations

    b) Using intelligent machines for HR tasks

    c) Increasing employee benefits

    d) Managing payroll electronically

2.2 Based on the passage, is there any downside to adopting AI in HRM?

(2 marks)

    a) No, research suggests only positive impacts

    b) Yes, limitations include ethical concerns and small data sets

    c) The impact is unclear; more research is needed

    d) AI will completely replace HR professionals

2.3 Which of the following is not a potential benefit of AI in HRM listed in the passage? **(2 marks)**

    a) Reduced employee costs

    b) Improved employee training and development

    c) Increased paperwork for HR departments

    d) Enhanced customer engagement

2.4 What is the main reason for the concern about "small data" in AI-based HRM? **(2 marks)**

    a) There isn't enough data to run AI applications

    b) Limited data can lead to biased decision-making by AI

    c) Data security is a major challenge with AI in HRM

    d) The data storage costs are too high

2.5 Why is further research needed on AI-mediated HR practices? **(2 marks)**

    a) To develop more sophisticated AI for HR tasks

    b) To understand how employees experience interacting with AI in HRM

    c) To prove the cost-effectiveness of AI in HRM definitively

    d) There is a lack of qualified researchers in this area

QUESTION 3 **(70 marks)**

3.1 Human resource management is an ever-evolving discipline. This evolution continues to impact the required standards of human resources professionals. Identify and discuss the four pillars of a human resources professional.

<div align="right">(8 marks)</div>

3.2 Attracting and retaining top talent is a competitive advantage to an organisation. Present a case to your executive leadership substantiating why talent management will be essential to the survival of your organisation.

<div align="right">(10 marks)</div>

3.3 Human resources risks must be mitigated to avoid exposing the organisation to liabilities. Elaborate on the six (6) typical human factors that are workplace risks visible to your organisation.

<div align="right">(12 marks)</div>

3.4 According to Trehan (2017), HR departments should market themselves and showcase their achievements - this can range from informing employees how to utilise the various HR services to capitalising on the sheer power of strategic HRM. Discuss the three points that apply to promoting the HR Department.

<div align="right">(6 marks)</div>

3.5 There are many benefits of digital HR. According to Kokt (2020), there are seven benefits. Discuss any three.

<div align="right">(6 marks)</div>

3.6 Leaders are faced with both internal and external challenges, in the changing world of work. Outline the five prominent challenges leaders are grappling with in the New World of work. **(10 marks)**

3.7 There are five reasons why employees stay in an organisation. Discuss any three. **(6 marks)**

3.8 Distinguish between a strong and a weak organisational culture **(4 marks)**

3.9 A Psychometric test measures, various psychological traits, abilities, aptitudes, or personality characteristics of individuals. According to Kokt (2020), the function of the psychometric test is to generate five sets of useful information. Discuss any four. **(8 marks)**

End of Paper

Total marks: 100