



PAMIBIA 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: 6
COURSE CODE: CHR612S	COURSE NAME: CONTEMPORARY ISSUES IN HUMAN RESOURCES
DATE: JULY 2024	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	MR. SIMASIKU KAMWI
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INSTRUCTIONS
1. Answer all questions

PERMISSIBLE MATERIALS

Examination paper, Pen and ruler

THIS EXAMINATION QUESTION PAPER CONSISTS OF 5 PAGES (Including the cover page)

QUESTION 1: Case Study

(20 marks)

Read the article below and answer all questions.

THE ROLE OF HR IN THE 4TH INDUSTRIAL REVOLUTION

The first revolution was steam powered mechanisation in 1784, followed by the 2nd, with electricity enabling mass production from 1890. The 3rd was the IT and electronics revolution ushered in from 1969, which gained momentum and evolved into digital technology beyond the 1980s taking us to the edge of the 4th digital revolution, when we see artificial intelligence (AI), biotechnology and the Internet of Things completely change our world.

But technological changes have always caused changes in the wider systems: society and professions at large. Has this also been the case for the HR profession? HR has indeed seen a lot of change. Prior to 1980s, it was called Personnel Management and was mostly associated with hiring, training and administration. Today it cumulates a range of strategic and tactical responsibility from talent management to business partnerships and shared operational services.

This significant transformation has been spurred on by external pressures such as globalisation, technology and overall changes in society, including legislation and changes in values and beliefs. The world of business generally has become more focused on the impact of people, motivation and engagement, as a critical differentiating factor in the race for success and sustainability. This is why the pressure on HR – the people's function – to optimise its impact and contribution to the bottom line has also increased.

Source: Adina Tarry. July 7, 2018. <https://www.thehrdirector.com/features/business-growth/role-hr-industrial-revolution/>

1.1 Drawing on the concepts of work and HR practices, analyse the historical shifts witnessed within the human resource management discipline over the past 43 years. (4 marks)

1.2 Categorize any four external factors that have contributed to the transformation of Human Resources Management. (4 marks)

1.3 According to scholarly literature, the focus on people management increased in business. Discuss factors the factors that have driven contemporary businesses to place increased emphasis on people management. (4 marks)

1.4 Discuss how the evolving business landscape necessitated a transformation of the HR function. (4 marks)

1.5 Academic works identify three major developments of the 4th Industrial Revolution. Identify and explain any two such developments. (4 marks)

QUESTION 2: Multiple Choice – Choose the correct answer. (10 marks)

Each question carries 2 marks.

2.1 HR professionals as strategic partners need to: (2 marks)

- a) Promote and market the human resources department
- b) Facilitate and promote teamwork
- c) Facilitate a conducive environment to support innovation and risk-taking
- d) Be analytic, strategic and creative thinkers

2.2 Which one of the following statements is incorrect? “When properly managed, developing and managing talent can deliver the following results”? (2 marks)

- a) Contributes to ineffective retention
- b) Creates a pool of staff who understand the company, and the industry and are ready for leadership.

- c) Ensure the availability of competent staff to move up the ladder
- d) Increase the value of the company's human capital assets

2.3 Traditional selection methods involve the following: **(2 marks)**

- a) Job applicant
- b) Human resources officer
- c) Interviewing
- d) Letter of offer

2.4 Which of the following is not part of the internal factors influencing selection?

(2 marks)

- a) Size of the organisation
- b) Type of the organisation
- c) Labour market
- d) Applicant pool

2.5 Which stage of career development is characterised by devoting time to developing and guiding others?

(2 marks)

- a) Advancement
- b) Maintenance
- c) Establishment
- d) Withdrawal

QUESTION 3

(70 marks)

3.1 To thrive in the New World of Work, HR professionals must possess five (5) HR capabilities. Identify and explain these five capabilities. **(10 marks)**

3.2 Distinguish between digitization and digitalization and provide an example of each within the contemporary human resources department setting. **(10 marks)**

3.3 Define HR Risk Management, discuss its purpose in an organization and provide four specific examples of human factors and workplace risks that HR Risk Management should address. **(16 marks)**

3.4 Discuss the five uses of an HR measurement framework. **(10 marks)**

3.5 Explain the meaning of psychological contract within the context of talent attraction. **(4 marks)**

3.6 Three steps are involved in the facilitation of individual career planning. Name and discuss each one of them. **(12 marks)**

3.7 In the context of digital HR, the Human Resources Department must use technology for transforming two purposes. Discuss the two transformed purposes in detail. **(4 marks)**

3.8 Define corporate branding. **(4 marks)**

End of paper

Total Marks: 100