PAN AFRICA CHRISTIAN UNIVERSITY

DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL LEADERSHIP

END OF SEMESTER EXAMINATION

DEPARTMENT

LEADERSHIP

COURSE CODE

POLB 809

COURSE TITLE

HUMAN RESOURCE DEVELOPMENT (POLB800)

EXAM DATE

DECEMBER 2024

TIME

1800 TO 2100 HOURS

Duration: 3 hours

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer Question One (Compulsory) and any other two questions **(Total 20 Marks)**

Question One (Compulsory)

Read the following passage and answer Question One.

In a global economy, business processes can be copied anywhere in the world. Work requiring little training or specialist skill will go to the lowest cost operators. Producers in Asia, where labour costs are significantly lower, have overtaken manufacturers in Europe and America. Likewise, call centres have moved to India. In the twenty first century, it is the quality and added-value of your people that will determine whether or not your organization will be successful. Work will go where staff are competent and where the costs are lowest. The question that we need to ask is, is globalization an issue for Human Resource (HR) As such, globalization is the process by which national barriers are breaking down in the market within which organizations operate. Some companies already regard the entire world as their target market, while for others this will always remain a dream which is far fetched. For example, Coca Cola is truly a world brand readily identifiable by consumers in virtually every country. On the other hand, the giant life assurance industry has few global players-even when companies such as Zurich insurance and Allianz work across frontiers, their products tend to follow the requirements of each single market place. The move towards global market place has been accelerated by the growing acceptance that barriers to trade are essentially unproductive, and that they serve only to reduce the level of demand for goods and services overall, as well as inhibit customers' choice. Initiatives by World Trade Organization (Formally GATT, that is, General Agreement on Tarrifs and Trade), constantly improve the prospects of free trade. Whereas once, the existence of trading blocs such as European Union, North America Free Trade Association was seen to favour only the select few member countries to the detriment of others, the increase in cooperation between nations and trading organizations is gradually breaking down the barriers. The most vivid illustration of global markets is in money business. However, different institutions know the considerable advantages of trading across international frontiers as well as the many drawbacks. Paul Hirst writing in 1992, stated that "national economies and cultures are dissolving before the great flows of trade, finance and information.....unconstrained global markets for capital and goods allow companies to allocate resources to maximize benefits for consumers". This supports the view that the world is becoming a single market as if borders did not exist. The global market is an aspiration rather than a reality. In Britain you can buy a car made at home (Rover), the EU(BMW), Japan (Mitsubishi) or Malaysia (Hyundai). This does not automatically mean that the global market is with us yet. Many services remain subject to trade restrictions and others will never cross international frontiers due to their very nature. The global market for labour has developed slowly, though it is unlikely that this will ever mature to a significant level, given immigration controls and different international emphasis on skills and other technical requirements.

Required

The world over, organizations are growing from domestic to international, to multinational and eventually to global levels of operations.

a) Examine ways in which HR can facilitate knowledge transfer and skill development to maintain competitive advantages in regions with lower labour costs (5 marks)

b) Discuss how multinational corporations can address the potential challenges posed by labour market segmentation and cost differentials across regions in their HR policies? (5 marks)

SECTION B - Choose two questions from this section

Question Two

Using examples of your choice justify why leaders of contemporary organizations should pay attention to matters of Workplace Diversity, Equity and Inclusion (DEI) (5 Marks)

Question Three

Emotional Intelligence is one of the latest concepts discussed and researched in the field of Human Resource Management. Analyse its nature, importance and influence on employees' performance (5 Marks)

Question Four

Of all the organizational issues, ethical considerations are the most difficult ones to deal with. In view of contemporary Human Resource Management concerns, examine the ethical issues that practitioners have to grapple with. (5 marks)

Question Five

Asses how strategic alignment between HR practices and organizational goals contributes to sustainable competitive advantage? Discuss with reference to a specific industry or sector. (5 marks)