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**GARISSA UNIVERSITY**

**UNIVERSITY EXAMINATION 2020/2021 ACADEMIC YEAR THREE**

**SECOND SEMESTER EXAMINATION**

**SCHOOL OF BUSINESS AND ECONOMICS**

**FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT**

**COURSE CODE: BBM 363 / BHR 405**

**COURSE TITLE: QUALITY OF WORK LIFE**

**EXAMINATION DURATION: 2 HOURS**

**DATE: 05/04/2021 TIME: 12.00-2.00 PM**

**INSTRUCTION TO CANDIDATES**

* **The examination has FIVE (5) questions**
* **Question ONE (1) is COMPULSORY**
* **Choose any other TWO (2) questions from the remaining FOUR (4) questions**
* **Use sketch diagrams to illustrate your answer whenever necessary**
* **Do not carry mobile phones or any other written materials in examination room**
* **Do not write on this paper**

**This paper consists of TWO (2) printed pages *please turn over***

**QUESTION ONE (COMPULSORY)**

Employees at the grass root level experience a sense of frustration because of low level of wages, poor working conditions, unfavourable terms of employment, inhuman treatment by their superiors and the like whereas managerial personnel feel frustrated because of alienation over their conditions of employment, interpersonal conflicts, role conflicts, job pressures, lack of freedom in work, absence of challenging work etc. Certain values were attributed to work in the past. Years ago work was worship and people had sincerity and commitment to work. But today’s employee will not believe in such values of work. He works for his salary, he works if the conditions of work are conducive and congenial and terms of employment are favourable to him. As such, the work norms have been changing from time to time. Work norms in modern industrial society indicates that” (i) employee’s role in industry is different from his role in the family (ii) superior knows the best and he has the right to impose on the subordinates (iii) rules are for employees and they have to follow them and (iv) employer has the right to layoff the worker due to marketing and technological factors. Contemporary problems of managerial personnel: Due to these work norms, the managerial personnel at the middle and higher levels in the organization hierarchy face a variety of problems. They are dissatisfied with the strict economic functions of the job and with the social relationships in the organization consequent to the mechanization and automation of the industry. Further, disregard by others and less and less utilization of capabilities and skills also caused frustrated among the managerial personnel. Employees also experience alienation which may result from poor design of socio-technical systems. Alienation is a feeling of powerlessness, lack of meaning, loneliness, boredom, lack of involvement and lack of attachment of job. The workers at the lower level are not happy with their work due to tight schedule of work, speed of machine, close watch and supervision and less social interaction. Even the ministerial staffs complain that they are unhappy with the job due to routine nature of work and fixation of schedules and standards. Thus, job discontent is due to the limited scope of the job, short cycles of operations, lack of opportunity to exercise discretion, initiative, existence of bureaucratic controls, oppressive supervision, low wages, poor working conditions etc.

**Required**

1. Explain any five objectives of quality of work life as per the case above **[10 marks]**
2. Establish the basic issues and concepts in quality work life as discussed in the case above **[10 marks]**
3. Describe the techniques used to improve quality of work life activity within an organization **[10 marks]**

**QUESTION TWO**

1. Write short notes on the following
2. Flexi- time
3. Employee empowerment
4. Telecommuting
5. OBM
6. Job sharing **[10 marks]**
7. Provide reasons why you would encourage an organization to adopt quality of work life[10 marks]

**QUESTION THREE**

1. Discuss how the government has contributed towards quality of work life in

 Organizations **[10 marks]**

1. Evaluate the factors influencing quality of work life in organizations **[10 marks]**

**QUESTION FOUR**

1. Analyze the various quality of work life parameters **[10 marks]**
2. Explain the mechanism of grievance reddressal **[10 marks]**

**QUESTION FIVE**

1. Identify challenges that may be encountered by organization practicing quality of work life. [10 marks]
2. Discuss the ways through which an organization may mitigate challenges while providing quality of work life [10 marks]