



**TECHNICAL UNIVERSITY OF MOMBASA**  
***Faculty of Business and Social Studies***

DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR DEGREE IN  
BACHELOR OF BUSINESS ADMINISTRATION  
BACHELOR OF COMMERCE

**BHR 4408: CONTEMPORARY ISSUES IN HRM**

END OF SEMESTER EXAMINATIONS

**SERIES:** APRIL 2015

**TIME:** 2 HOURS

**INSTRUCTIONS:**

- Answer Question **ONE (Compulsory)** and any other **TWO** questions.
- Do not write on the question paper

*This paper consists of Two printed pages*

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**SECTION A (Compulsory)**

**QUESTION 1**

Supermarket Giant Wellness Ltd is offering a massive Kshs. 800,000 salary plus bonuses as it starts its search for a new group HR Director. Wellness Ltd has been in operation for the last ten years. The supermarket started as small dukawalla but has now expanded from being a local outfit to international status. It has operations in well over 8 countries. The HR job the biggest in this sector is up for grabs after Clare accepted the role of Director General of the workforce in the government. The news confirm that Clare took a serious cut in overall earnings to join public sector in probably the most high-profile and challenging job in the country.

Managing people at work does not take place in a vacuum. There are many factors and forces that influence the HRM strategy.

**Required:**

- a) Discuss the process of how Wellness Ltd should fill the position of the Group HR Director of such an organization. **(10 marks)**
- b) Explain the key elements of human resource development. **(10 marks)**
- c) What in your view are the components of Workforce Scorecard? **(10 marks)**

**SECTION B (Answer any TWO questions)**

**QUESTION 2**

- a) Discuss the factors that have an effect on labor markets in modern organizations. **(10 marks)**
- b) What is HR Accounting? **(10 marks)**

**QUESTION 3**

- a) Explain importance of Psychological Contract and highlight components that constitute a Psychological Contract. **(10 marks)**
- b) Highlight advantages of flexible work patterns. **(10 marks)**

**QUESTION 4**

A talent management strategy consists of a view on how the processes match together with an overall objective to acquire and nurture talent. Explain the various components of a talent management strategy. **(20 marks)**

**QUESTION 5**

- a) Discuss ethical issues in human resources in an organization of your choice. **(10 marks)**
- b) An organizations operation thousands of kilometres away in another continent states. ‘Sorry, but such a policy would be against the law here’. How is a manager outlining a new policy to judge this statement. **(10 marks)**