



# TECHNICAL UNIVERSITY OF MOMBASA

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School of Business

Department of Business Administration

**UNIVERSITY EXAMINATION FOR:**  
**MASTER OF BUSINESS ADMINISTRATION**  
**BHR 5102: HUMAN RESOURCE MANAGEMENT PRACTICE**  
**END OF SEMESTER EXAMINATION**  
**SERIES: APRIL, 2025**

**TIME: 3HOURS**

**DATE** April, 2025

**Instructions to Candidates**

You should have the following for this examination

*-Answer Booklet, examination pass and student ID*

This paper consists of five questions. Attempt question **ONE** (Compulsory) and any other

**THREE** questions in this paper.

**Do not write on the question paper.**

Read the following case study scenario below and answer question that follows.

Case Study: Tech Innovations Inc.

Tech Innovations Inc. is a mid-sized software development company that transitioned to a hybrid work model in 2021 following the COVID-19 pandemic. Initially, the company's employees worked entirely in-office. However, due to the pandemic and the subsequent success of remote work trials, the leadership decided to allow employees to choose between working from home, coming into the office, or a combination of both.

Over the past year, employees reported mixed feelings about the changes. While some embraced the flexibility, others expressed feelings of isolation and disconnection from colleagues. Communication tools were adopted to facilitate collaboration, but reports indicate that team cohesion has suffered as a result. The company's leadership is now trying to evaluate the effectiveness of the hybrid model in terms of productivity, employee satisfaction, and company culture.

(a). The CEO has been considering promoting a hybrid work model but is unsure about the implications and best practices for implementation. You've been tasked with providing a report that addresses the following areas.

i. Technological support **(5marks)**

iii. Flexible work arrangement **(5marks)**

(b). Explain **FIVE** positive implications of the paradigm shift from physical office model to hybrid work model. **(15marks)**

(c). Explain **FIVE** initiatives which management should embrace to support team cohesion during the transition. **(15marks)**

(Qn2). Toyota Motor Corporation, founded in 1937 in Japan, is one of the largest automobile manufacturers in the world. The company is renowned not only for its vehicles but also for its innovative management practices, particularly the Toyota Production System (TPS), which embodies principles of continuous improvement and learning.

a. Discuss **FIVE** strategies for implementing a learning organization that Toyota Motor Corporation might have adopted. **(10marks)**

b. Explain **FIVE** challenges that Toyota Motor Corporation might have experienced as a learning organization. **(10marks)**

(Qn3). (a) Human resource management practitioners are required to operate within the confines of Human resource management professional ethics. Discuss. **(10marks)**

(b). Due to demographic shifts most organizations are encouraged to embrace concept of work force diversity. Explain **FIVE** ways of managing diverse teams in an organization. **(10marks)**

(Qn4). (a) Evaluating the contribution of Human resource function within an organization is fundamental exercise. Explain metrics that is applicable in the following areas of human resource functions.

i. Training and development **(2Marks)**

ii. Compensation and benefits **(2marks)**

iii. Work place culture and diversity **(2marks)**

iv. Employee engagement **(2marks)**

v. Talent acquisition and management **(2marks)**

(b). Human resource management practitioners are expected to develop positive psychological contract in the organization. Determine **FIVE** ways of developing a positive psychological contract among employees. **(10Marks)**

(Qn5). (a) Career development is a lifelong process that should focus on skill upgrading in light of that describe **FIVE** components of soft skills as center of interest in career development.  
**(10Marks)**

(b). Outline **FIVE** methods of employee involvement that can be adopted to raise employee commitment to organization ideals.  
**(10marks)**