



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:

BACHELOR DEGREE IN BUSINESS ADMINISTRATION

BACHELOR OF COMMERCE

BHR 4201 PRINCIPLES OF HUMAN RESOURCE MANAGEMENT

SERIES: JULY 2025

TIME: 2 HOURS

DATE: Dec 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 TWO questions.**

Do not write on the question paper.

Question ONE (Compulsory) – 30 Marks

Case Study: Sarah's Career Dilemma

Background: Fatma is a dedicated and talented marketing professional with five years of experience at a mid-sized technology company. During her time at the company, she has consistently exceeded her performance goals and has taken on various projects that demonstrate her expertise in digital marketing and campaign management. Sarah is known for her creativity and attention to detail, making her a valuable asset to the team.

However, lately, Fatma has expressed concerns about her career growth. She feels like she's hit a plateau in her current role, and her motivation is waning. She is eager for new challenges and opportunities but doesn't know how to progress within the company. The HR department is tasked with addressing her concerns through effective career management practices.

Required:

- a) In the context of career management, highlight **five** ways in which organizations can foster a culture of continuous learning and development. (10 marks)
- b) Explain **five** methods that the management can use to encourage career mobility and growth within the company. (10 marks)
- c) Discuss **five** roles that diversity and inclusion play in career management practices. (10 marks)

Question TWO

- a) Explain the **five** operative functions of human resource managers and how they contribute to the success of the organization. (10 marks)
- b) Discuss **five** significance of human resource planning in the context of modern organizations. (10 marks)

Question THREE

- a) Explain **five** traditional Performance Appraisal methods that a human resource manager can choose to employ during performance appraisal. (10 marks)
- b) Wage and salary administration is the systematic process of designing, implementing, and managing an organization's compensation structure. Discuss **five** reasons why wage and salary administration are crucial for an organization's compensation strategy. (10 marks)

Question FOUR

- a) Explain **five** roles of occupational health and safety in Human Resource Management in impacting an organization's well-being and success. (10 marks)
- b) Discuss **five** ways in which trade unions influence the resolution of trade disputes within an organization. (10 marks)

Question FIVE

- a) Explain **five** ways in which employment laws affect management decision-making in areas such as hiring, compensation, and termination. (10 marks)
- b) Discuss **five** importance of career management to the employee. (10 marks)