



TECHNICAL UNIVERSITY OF

MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:

BACHELORS DEGREE IN BUSINESS ADMINISTRATION

BHR 4408 CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT

SPECIAL/SUPPLEMENTARY EXAMINATION

SERIES: July 2025

TIME: 2 HOURS

DATE: Jul 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:

As the HR manager of a progressive tech company, you are tasked with navigating various contemporary issues in Human Resource Management. These issues go beyond traditional challenges and encompass innovative practices.

Required

Question ONE

- a) Share the **five** approaches that you would employ to leverage these contemporary HR issues for the benefit of your organization. (10 marks)
- b) Adapting to contemporary issues in Human Resource Management (HRM) can be challenging due to the evolving nature of the workplace and the global business environment. Explain **five** key challenges HR professionals may face. (10 marks)
- c) Discuss **five** roles of HRM in managing a diverse and culturally varied international workforce. (10 marks)

Question TWO

Since the only constant variable is change, employees often react to a changing environment by being more inclined to leave the organization, HR managers have to become very creative in designing HRM approaches.

- a) Explain **Five** innovative approaches to human resource management. (10 marks)
- b) Discuss **five** strategies that Human Resource Managers can employ to source and recruit international talent for global organizations. (10 marks)

Question THREE

Managing flexible patterns of work for competitive advantage involves adopting and optimizing various work arrangements to enhance an organization's performance and attractiveness in the job market.

- a) Discuss **five** benefits of managing flexible work patterns accrued by an organization by such an arrangement. (10 marks)
- b) Explain **five** different roles that successful HR managers need to play. (10 marks)

Question FOUR

The international dimension of human resource management refers to the specialized challenges and strategies involved in managing employees in a global context.

- a) Discuss **five** Challenges of International Human Resource Management. (10 marks)
- b) Explain **five** key strategies for effective talent management in modern organizations. (10 marks)

Question FIVE

- a) Explain five methods a Human Resource Manager can employ in addressing the growing importance of diversity and inclusion in the workplace. (10 marks)
- b) Human Resource Managers support international assignments and expatriate management in different ways. Discuss **five** of the ways you would advise to be employed. (10 marks)