

The
Management
University
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF COMMERCE

HRM 403: ADVANCED HUMAN RESOURCE MANAGEMENT

DATE: 8TH APRIL 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

WORKPLACE BULLYING AND MANAGEMENT OF MISTREATED BEHAVIOUR: A CASE STUDY IN THE BANKING SECTOR

Thiva was a highly qualified and talented employee working in the operations division of a bank in Malaysia. She demonstrated strong motivation, adaptability, and excellent interpersonal skills, which made her well accepted in her initial department. Her performance and positive attitude contributed to her professional growth and confidence. Over time, she sought new challenges to further develop her skills and knowledge.

After transferring to the bank's headquarters under the cheque operations department, Thiva joined a newly established data entry section. Her strong performance quickly surpassed that of her colleagues, which created tension within the small team. One co-worker, feeling threatened, began spreading negative remarks about Thiva's ability to work as part of a team. The supervisor failed to handle the situation fairly, allowing bias and favoritism to influence management decisions.

Thiva became the target of continuous bullying from both the abusive co-worker and the supervisor. She was subjected to verbal harassment, rejection of her ideas, and unfair work procedures that were not aligned with organizational policies. The bullying extended beyond the workplace to digital platforms such as WhatsApp group chats, increasing psychological pressure. The misuse of power by the supervisor further intensified her mistreatment. When Thiva reported the bullying to higher management, including the Head of Department, her concerns were ignored. Instead of addressing the misconduct, management transferred her back to her previous section, effectively punishing the victim rather than the perpetrators. The bullying continued even after the transfer, with colleagues excluding her from recognition and assigning her diminished

responsibilities. This demonstrated a failure of organizational justice and ethical leadership.

The prolonged bullying had severe psychological effects on Thiva, including stress, frustration, and declining morale. Despite her strong performance record, false information was communicated to top management, leading to her eventual dismissal. No disciplinary action was taken against the abusers. The case highlights the harmful effects of workplace bullying, misuse of power, weak management intervention, and lack of ethical accountability within organizations.

Required:

- a) Using the experiences of Thiva in the data entry section, assess how the supervisor's actions and inaction contributed to the continuation of workplace bullying.

(5 Marks)

- b) With reference to the behaviour of Thiva's co-worker, evaluate how peer rivalry and perceived threat can lead to unethical conduct in the workplace. **(5 Marks)**

- c) Drawing from Thiva's attempt to report the bullying to the Head of Department, assess how poor management response can worsen mistreatment rather than resolve it.

(5 Marks)

- d) Based on the transfer of Thiva back to the callback section, analyze how organizational decisions can unintentionally punish victims instead of addressing the root cause of bullying.

(5 Marks)

- e) Referring to Thiva's eventual dismissal from the bank, examine the ethical and organizational lessons that management should learn from this case to prevent similar incidents in the future.

(5 Marks)

QUESTION TWO

Performance management is a continuous process that ensures employees' activities and outputs align with organizational goals. It involves setting standards, monitoring performance, appraising results, and providing feedback. When properly implemented, performance management enhances accountability and employee development.

Required:

- a) Analyze five key components of the performance management cycle.

(10 Marks)

- b) Describe five methods used to collect job performance data in organizations.

(5 Marks)

QUESTION THREE

Organizations increasingly recognize that human resources are a source of competitive advantage. Strategic Human Resource Management aligns HR practices with organizational strategy to improve long-term performance. This alignment requires clear focus, structured processes, and awareness of emerging trends.

Required:

- a) Examine five key elements of Strategic Human Resource Management, focusing on its aims and strategic focus.

(10 Marks)

- b) Assess five emerging trends in Strategic Human Resource Management and their implications for organizations.

(5 Marks)

QUESTION FOUR

Effective job design ensures that work is organized in a way that enhances productivity, motivation, and employee satisfaction. Job analysis provides critical information used in various HR functions such as recruitment,

training, and performance management. Poorly designed jobs can lead to inefficiency, dissatisfaction, and high employee turnover.

Required:

- a) Discuss five key components of job analysis and their relevance to Human Resource Management.

(10 Marks)

- b) Explore five benefits of well-developed job descriptions. **(5 Marks)**

QUESTION FIVE

Organizations must anticipate future human resource needs to avoid shortages or surpluses of employees. Human Resource Planning links workforce requirements with organizational strategy. However, many organizations face challenges that limit the effectiveness of HR planning.

Required:

- a) Analyze five key steps involved in effective Human Resource Planning.

(10 Marks)

- b) Discuss five challenges that organizations face when implementing Human Resource Planning.

(5 Marks)

QUESTION SIX

Attracting and developing competent employees is essential for organizational success. Recruitment and selection determine the quality of employees entering the organization, while training ensures that employees

continuously improve their skills. Together, these functions support organizational growth and adaptability.

Required:

- a) Evaluate five factors that influence effective recruitment and selection decisions in organizations.

(10 Marks)

- b) Assess five benefits of employee training and development to both individuals and organizations.

(5 Marks)