

The
Management
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF COMMERCE

HRM 403: ADVANCED HUMAN RESOURCE MANAGEMENT

DATE: 29TH JULY 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:

EMPLOYEE EXPERIENCE MANAGEMENT AT EVERGAS

Evergas is an international company specializing in the seaborne transportation of natural gas liquids and petrochemical gases. The company operates across several countries and employs a highly diverse workforce consisting of technical experts, engineers, logistics personnel, and administrative staff. Due to the specialized nature of its operations, Evergas depends heavily on skilled employees to maintain safety standards, operational efficiency, and customer satisfaction. However, the organization recently began experiencing challenges related to employee engagement, declining morale, and increasing employee turnover in some departments. Competition for skilled labor in the global shipping and energy sector also made retention increasingly difficult.

For several years, Evergas relied on traditional employee engagement surveys conducted once or twice annually to assess employee satisfaction levels. Although these surveys generated general feedback, management realized that the information collected was often outdated by the time decisions were made.

Employees also felt that management was slow in responding to workplace concerns raised through the surveys. In some regions, employees believed that their opinions were not fully considered during decision-making processes. This created frustration among staff and reduced confidence in the organization's employee management systems. Senior management recognized that employee experience was becoming a critical factor in organizational success and competitiveness. The leadership team concluded that improving employee engagement required more than measuring satisfaction levels periodically. The company therefore began searching for a more dynamic system capable of providing continuous employee feedback

and deeper insights into workforce challenges. Management wanted a solution that could help identify issues affecting employee morale, teamwork, energy levels, communication, and workplace belonging before they became serious organizational problems.

To address these challenges, Evergas partnered with Livingroom Analytics, a modern employee experience platform designed to provide real-time employee feedback and workforce analytics. Unlike traditional engagement surveys, the platform used regular pulse surveys and data-driven dashboards to provide continuous insights into employee sentiment across different countries and departments.

Managers and HR professionals were able to access information related to employee motivation, team dynamics, and organizational culture in real time. The platform also enabled management to identify specific departments experiencing low morale and respond more quickly to emerging workplace issues. The implementation of the employee experience platform required strong support from organizational leadership. Senior executives emphasized the importance of retaining talented employees and improving workplace relationships throughout the organization. Managers were trained on how to interpret employee feedback data and use it to improve communication, employee support, and decision-making processes. HR teams also increased employee involvement in workplace improvement initiatives. Although some managers were initially skeptical about the new system, many later acknowledged that continuous feedback improved transparency and strengthened trust between employees and management.

Over time, Evergas reported several positive outcomes from the new employee experience strategy. The company experienced improvements in employee morale, communication, and teamwork across several departments. Management also noted faster responses to workplace concerns and improved employee retention indicators in key operational areas. Employees reported feeling more valued and listened to within the organization. The case demonstrates how modern human resource management practices, leadership commitment, and technology-driven

employee engagement systems can contribute to improved organizational performance and workforce stability in a competitive global environment.

Source (Adapted from Evergas and Livingroom Analytics Employee Experience Case Study)

Required:

- a)** Analyze five challenges Evergas faced in managing employee engagement and retention in a competitive international work environment. **(10 Marks)**
- b)** Examine five benefits of using real-time employee experience platforms in improving workforce management and organizational performance. **(5 Marks)**
- c)** Evaluate five ways leadership commitment contributed to the success of employee experience management initiatives at Evergas. **(10 Marks)**

QUESTION TWO

Nyamasibi Holdings International is facing increased competition in the manufacturing industry due to globalization and technological change. The company's leadership has realized that traditional personnel administration methods are no longer effective in managing a modern workforce. Human resource managers are now expected to participate in strategic decision-making and align HR policies with long-term organizational goals. However, some departmental heads still view HR as an administrative support function rather than a strategic partner. At the same time, employee expectations regarding career growth, diversity, and work-life balance continue to change. The organization is now reviewing its strategic human resource management practices to remain competitive and sustainable.

- a)** Examine five ways strategic human resource management can contribute to organizational competitiveness. **(10 Marks)**

- b) Examine the changing role of the HR function in modern global organizations.

(5 Marks)

QUESTION THREE

Kisaju Logistics Company has recently experienced operational inefficiencies caused by unclear job responsibilities and duplication of duties among employees. Some employees complain that their workload is excessive, while others feel underutilized. Management has also discovered that certain positions lack proper job descriptions and specifications, making recruitment and employee evaluation difficult. In response, the HR department has initiated a review of work design, data collection methods, and job analysis procedures. The organization hopes that redesigning jobs and improving workforce planning will enhance employee performance and operational efficiency.

- a) Evaluate five benefits of effective job analysis in organizational performance at Prime Logistics Company.

(10 Marks)

- b) Discuss the importance of job description in employee management.

(5 Marks)

QUESTION FOUR

GreenLife Pharmaceuticals Ltd has been struggling to attract and retain qualified employees in a highly competitive labor market. The company has recently expanded into new regions, increasing the demand for skilled workers and supervisors. However, the recruitment process has faced

criticism for delays, poor candidate selection, and inadequate employee placement. New employees often require additional orientation and training before becoming productive. Management is considering reviewing its human resource planning, recruitment, selection, and placement procedures to ensure that the organization acquires and retains competent employees.

- a) Analyze five challenges that organizations may face during recruitment employees in a competitive labor market.

(10 Marks)

- b) Examine five roles of human resource planning in recruitment and placement of employees.

(5 Marks)

QUESTION FIVE

Unity Financial Services recently introduced a new digital banking system aimed at improving customer service and operational efficiency. However, many employees have struggled to adapt to the new technology, resulting in reduced productivity and customer complaints. The organization has also observed inconsistencies in employee performance across departments. Management believes that additional staff training, continuous feedback, and improved performance management systems may help employees adapt to organizational changes. The HR department has therefore been tasked with reviewing employee development programs and performance management practices.

- a) Explore five ways employee training and development programs can improve organizational performance.

(10 Marks)

- b) Discuss the significance of performance management systems in monitoring employee productivity in organizations.

(5 Marks)

QUESTION SIX

Makueni West Ltd is a rapidly growing technology company operating in several East African countries. Over the last five years, the company has expanded its workforce from 80 employees to more than 600 employees. Despite this growth, the organization has experienced increasing employee turnover, conflicts between supervisors and junior staff, and declining employee morale. Management has also realized that several job roles overlap, creating confusion in reporting relationships and accountability. The Human Resource department has been asked to redesign HR systems to support organizational growth and improve employee relations. Senior managers believe that strengthening HR planning, job analysis, and performance appraisal systems may improve efficiency and employee satisfaction.

- a) Analyze five ways in which effective human resource management practices can improve organizational performance at Makueni West Ltd. **(10 Marks)**
- b) Discuss five benefits of performance appraisal systems in supporting employee productivity. **(5 Marks)**