

The
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POSTGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF MASTER OF BUSINESS ADMINISTRATION

MBA 506: HUMAN RESOURCE MANAGEMENT

DATE: 30TH JULY 2026

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE is compulsory**.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 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:

MICROCHIP CORPORATION

Microchip Corporation, a multinational technology company headquartered in Redmond, Washington, employs over 220,000 people worldwide. As a pioneer in digital innovation, Microchip's HRM practices are closely scrutinized and often set benchmarks for the industry. This case study examines how Microchip addresses three pressing HRM issues: remote and hybrid work, diversity and inclusion, and the integration of artificial intelligence in HR functions.

Microchip was among the first major corporations to announce permanent hybrid work options after the COVID-19 pandemic. Employees can work remotely part of the time, with flexibility depending on role requirements. The issue of balancing flexibility with collaboration and innovation arose. In response, Microchip invested heavily in its own collaboration tools (Teams, Viva) to support distributed work. HR redefined performance metrics to emphasize outcomes rather than hours logged. Managers were trained to lead hybrid teams effectively, ensuring remote employees had equal access to career development opportunities. HR also introduced "hybrid etiquette" guidelines to prevent meeting inequities between in-office and remote staff.

Microchip has publicly committed to increasing diversity across all levels of the organization. In 2020, it pledged \$150 million to strengthen its internal Diversity, Equity and Inclusion programs. The main issue revolved around ensuring representation and inclusivity in leadership roles. In response, recruitment pipelines were redesigned to attract diverse talent, while mentorship programs supported underrepresented employees. HR tied executive compensation to diversity outcomes, creating accountability at

the highest levels. Microchip's "Global Diversity & Inclusion Report" tracks progress annually, showing measurable increases in representation of women and racial minorities in technical and leadership positions.

As a technology leader, Microchip integrates AI into HR processes, particularly recruitment and workforce analytics. Ethical concerns around bias and transparency in AI-driven HR tools arose. Microchip established governance frameworks for responsible AI, ensuring HR algorithms are audited for fairness. Human oversight remains central in hiring and promotion decisions. AI tools are used to screen resumes, but final decisions are reviewed by HR professionals to prevent algorithmic bias. Microchip also emphasizes employee privacy, aligning with global data protection laws.

Required:

- a) Critically evaluate Microchip's approach to hybrid work and clearly assess the lessons can other organizations learn from its practices
(10 marks)
- b) Examine how Microchip embed diversity, equity, and inclusion into organizational culture beyond compliance
(10 marks)
- c) Analyze the ethical implications of Microchip's use of AI in HR, examining how the company ensure addresses these issues
(10 marks)

QUESTION TWO

- a) Organizations are increasingly investing in technology to achieve organizational effectiveness. Critically discuss the rationale for Human Resource Management in modern organizations by focusing on both strategic and operational perspectives, and illustrate with examples.
(10 marks)
- b) Liberty Junior Company engages in the provision of online education and training system. In the digital era, the business expanding rapidly and plans to triple its operations over the next five years. Analyze five

areas that should be covered by the action plans related to human resource planning

(5 marks)

QUESTION THREE

- a) The CEO of Echos Integrated Company has insisted that every training activity carried out in the organization must be evaluated. Critically analyze the justification for carrying out evaluation of training programs in organizations. In your answer, discuss both organizational and employee perspectives, and provide examples.

(5 marks)

- b) Avalanche Solutions, a mid-sized software development company, has recently shifted to a hybrid work model. While productivity metrics remain stable, employee engagement surveys reveal declining motivation, particularly among remote staff. Complaints include lack of recognition, limited career progression visibility, and feelings of isolation. HR managers are tasked with addressing these concerns while maintaining organizational performance.

Required:

Using the case of Avalanche Solutions, critically discuss the challenges faced by Human Resource Management in motivating employees. Suggest evidence-based strategies HR could implement to overcome these challenges. **(10 marks)**

QUESTION FOUR

- a) GreenLeaf Manufacturing, a medium-sized company, has reported rising absenteeism and declining morale among its workforce.

Employee surveys reveal high stress levels, burnout, and feelings of inadequate support from management. Some employees have expressed concerns that mental health issues are not taken seriously, leading to strained relations between staff and supervisors.

Required:

Using the case of GreenLeaf Manufacturing, critically suggest practical strategies HR could implement to strengthen employee well-being and improve workplace relations.

(5 marks)

- b) GlobalTech Industries, a U.S.-based multinational corporation, operates in over 30 countries, including China, Germany, Brazil, and Kenya. The company faces significant challenges in managing its international workforce: Employees from different regions have varying expectations regarding leadership styles, communication, and work-life balance. For example, German employees value structured processes, while Brazilian employees emphasize relational trust and flexibility. Labor laws vary widely. In France, strict regulations govern working hours, while in the U.S. flexible overtime arrangements are common. HR must ensure compliance across jurisdictions. Recruiting and retaining skilled employees is difficult in emerging markets where competition for talent is intense. Assigning U.S. managers to overseas subsidiaries has led to cultural clashes and high expatriate failure rates. Implementing standardized HR systems across diverse regions is complicated by local data privacy laws and varying levels of technological infrastructure.

Required:

Using the case of GlobalTech Industries, critically evaluate the complexities faced by International Human Resource Management in balancing global integration with local responsiveness and propose strategies that HR can adopt to manage these challenges effectively

(10 marks)