



FACULTY OF BUSINESS MANAGEMENT
END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: BHRM

YEAR/SEM: YEAR 3/SEMESTER 2

COURSE CODE: HRM 3203

NAME: CONTEMPORARY ISSUES IN HRM

DATE: 2025-04-17

TIME: 9:00AM-12:00PM

INSTRUCTIONS TO CANDIDATES:

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

DO NOT WRITE ANYTHING ON THE QUESTION PAPER

Section A SECTION A is COMPULSORY AND CARRIES 40marks

Question 1:

Mrs. Grant Parker is a long serving employee of Greenland pharmaceuticals. During the recent hiring process for the Chief pharmacist position in the firm, she notices that most of the shortlisted candidates come from similar backgrounds, most of them are men from the same region. While they are all qualified, she is concerned that the hiring process may not be inclusive enough. At the same time, an internal employee Ms. Philips, a woman been with the firm for five years expresses interest in the role. She has consistently received positive performance reviews but was not initially considered for promotion because she lacks one of the preferred qualifications, which could be learned on the job.

Required;

- a)** Should the internal employee be given an opportunity for promotion despite lacking one qualification? Why or why not? **(5 marks)**
- b)** How can you ensure that the hiring process is fair and inclusive while still selecting the most qualified candidate? **(15 marks)**
- c)** How can leadership encourage diversity at senior levels without compromising merit? **(5 marks)**
- d)** What are some of the challenges Greenland Pharmaceuticals is likely to face for failing to embrace diversity and inclusion in the hiring process. Propose the possible solutions to the stated challenges? **(15 marks)**

Section B Choose three questions. Each question carries 20 marks

Question 1:

St Steven Secondary School is an Anglican founded Girlâ??s school located in Kampala. According to the recent report by the senior woman, many junior girls are subjected to verbal and indirect comments from their senior colleagues, a few of them feeling undermined during social activities. As a result, the school board proposed the adoption of a policy against workplace bullying and harassment to curb such incidences in the future

- a)** Advise the school board on what should be included in that policy. **(10 marks)**
- b)** Compare and contrast workplace bullying and harassment **(10 marks)**

Question 2:

John is the manager of a small marketing team. He has to plan about which employee to promote to a team leader position. Two employees, Sarah and Mike, have expressed interest in the role. Sarah has been with the company for five years and has a strong track record of meeting targets and collaborating effectively with her colleagues. Mike has only been with the company for six months, but has a wealth of experience in the industry and has made some significant contributions to the team in a short amount of time.

John is conflicted because he wants to make the best decision for the team, but also wants to be fair to both Sarah and Mike. He has spoken to both employees and has received positive feedback from each of them. John knows that he needs to make a decision soon, as the team is waiting for a leader to take charge.

- a) What type of conflict is John facing in this situation? **(5 marks)**
- b) Explain in details the steps involved in resolving the above conflict in an organization of an organization. **(15marks)**

Question 3:

Organizational culture is the foundation of a company's identity, shaping how employees interact, make decisions, and change. It is reflected in both visible and invisible elements, with artifacts serving as tangible expressions of underlying values and beliefs.

- a) Examine the culture through organizational artifacts. **(5 marks)**
- b) Explain the reasons why employees resist change in organizations. Suggest the possible solutions for overcoming resistance to change. **(15 marks)**

Question 4:

Human Resource Management (HRM) today is focused on promoting diversity at work. While most of the schools, hospitals, banks, factories are enthusiastic about the diverse environment, a few are still struggling to adapt, leading to occasional misunderstandings and communication challenges.

Examine the strategies organisations can use to address these challenges and promote a positive, inclusive atmosphere while ensuring that everyone feels valued and able to contribute effectively. **(15 marks)**

Explain the principles of diversity. **(5 marks)**

Question 5:

a) Whistle-blowing is the act of exposing unethical, illegal, or harmful activities within an organization. As a student of Human Resource management, Discuss the conditions you would consider before engaging in such an act. **(10 marks)**

b) Examine the potential risks and protections available for whistleblowers in such situations. **(10 marks)**

Question 6:

IUEA, like many other educational institutions, has a responsibility to integrate Corporate Social Responsibility (CSR) into its operations.

a) How can the institution integrate CSR into its core business strategy to achieve both social impact and long-term profitability? **(10 marks)**

**b) Using examples, Explain the different approaches to CSR that can be adopted by IUEA.
(10marks)**