



**PAMIBIA UNIVERSITY**  
OF SCIENCE AND TECHNOLOGY

**FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION**  
**DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES**

<b>QUALIFICATION: BACHELOR OF EMPLOYMENT AND INDUSTRIAL RELATIONS HONOURS</b>	
<b>QUALIFICATION CODE: 08BERH</b>	<b>LEVEL: 8</b>
<b>COURSE CODE: CIH811S</b>	<b>COURSE NAME: CONTEMPORARY ISSUES IN HRM</b>
<b>DATE: JUNE 2025</b>	<b>PAPER: 1</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY QUESTION PAPER</b>	
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<b>INSTRUCTIONS</b>	
<ol style="list-style-type: none"><li>1. Answer ALL questions.</li><li>2. Write clearly and neatly.</li><li>3. Number your answers clearly.</li></ol>	

**THIS QUESTION PAPER CONSISTS OF 5 PAGES (Including this front page)**

**Section A:**

**[10]**

**Question 1: Multiple-choice questions. Choose the most appropriate answer.**

1.1 Which of the following best defines the goal of inclusive talent management?

- a) Prioritising performance-based incentives only for high performers
- b) Ensuring that only top-tier employees receive development opportunities
- c) Creating equitable access to opportunities for all employees to thrive and contribute
- d) Outsourcing talent development to reduce internal bias

1.2 If an HR manager wants to align employee development with future skills needed in the organisation, what is the most effective first step?

- a) Conducting a skills gap analysis
- b) Benchmarking employee salaries
- c) Introducing a mentorship program
- d) Scheduling performance appraisals

1.3 The following is a key benefit of using artificial intelligence (AI) in HRM processes?

- a) Eliminating the need for HR professionals
- b) Reducing the accuracy of recruitment decisions
- c) Replacing all traditional HR policies
- d) Enhancing decision-making with predictive analytics

1.4 What is the main advantage of a shared services HR model in large organisations?

- a) Greater employee control over HR policies
- b) Centralised expertise and cost efficiency
- c) Increased duplication of HR services
- d) Outsourcing of strategic HR tasks

1.5 Which of the following HR practices is considered most innovative in promoting employee engagement?

- a) Traditional appraisals conducted annually
- b) Gamified learning and development platforms
- c) Manual recordkeeping of employee data
- d) A one-size-fits-all training approach

1.6 As HR evolves into a strategic partner, which of the following best reflects its changing role in organisational success?

- a) Maintaining leave records accurately
- b) Administering recruitment tests
- c) Managing employee wellness programmes
- d) Leading organisational culture transformation

1.7 Which of the following best demonstrates strategic alignment between HRM and Corporate Social Responsibility (CSR)?

- a) Organising charity events for staff
- b) Allowing staff to volunteer during work hours
- c) Embedding ethical behaviour and sustainability into performance appraisals
- d) Allowing staff to volunteer during work hours

1.8 An HR department wants to contribute meaningfully to the organisation's CSR goals. Which of the following approaches is most impactful?

- a) Encouraging short-term community projects
- b) Partnering with local institutions to develop employability programs
- c) Donating unused office supplies to charities
- d) Reducing HR office energy consumption

1.9 Which scenario illustrates the shift from transactional to transformational HRM?

- a) HR automates payroll processing
- b) HR advises leadership on workforce restructuring to align with strategy
- c) HR sends monthly newsletters to keep employees updated
- d) HR conducts exit interviews only

1.10 What is a key ethical challenge when using surveillance technology to monitor employees?

- a) Increasing the use of HR software
- b) Increasing employee productivity
- c) Balancing employee privacy with organisational interest
- d) Reducing staff turnover

**Question 2: Read the case study below and answer questions that follow:**

**Case Study: AI-Based Recruitment at Leranon Company**

Leranon a multinational organisation, introduced an AI-driven recruitment system to improve efficiency and reduce bias in hiring. However, six months after implementation, the organisation discovered that the system disproportionately screened out candidates from underrepresented racial and gender groups.

A whistleblower leaked internal emails showing that HR leadership was aware of the system's potential bias but continued using it due to pressure from top management to speed up hiring during a company expansion. Simultaneously, the company was undergoing an internal diversity and inclusion transformation. It was also busy promoting its Corporate Social Responsibility (CSR) and ethical leadership values externally.

Some staff called for a return to human-based assessments, while others supported refining the AI. A senior HR manager resigned, citing "ethical misalignment" with the company's values.

**Adapted from:** <https://www.reuters.com/article/us-amazon-com-jobs-automation-insight-idUSKCN1MK08G>

- 2.1 Identify the ethical issue present in this case study. (3)
- 2.2 Briefly explain how this case challenges the company's CSR and diversity commitments. (5)
- 2.3 Apply three ethical theories (Utilitarianism, Kant and Aretaic) to assess the organisation's actions. (12)
- 2.4 Outline risks that face whistleblowers in organisations. How should organisation protect such individuals? (10)
- 2.5 Using the Ethics Quick Test framework, evaluate whether Leranon's continued use of a biased AI recruitment system was an ethically sound decision. (10)

**SECTION C**

**[50]**

**Question 3: Long and structured questions.**

3.1 Critically outline and discuss five key areas for organisations to act upon if they are going to make talent a source of competitive advantage. (15)

3.2 In the context of globalisation, there is increased workforce diversity. Discuss in detail organisational practices that support creating an inclusive workforce paradigm. (15)

3.3 Deliberate on the responsibilities that organisations have towards their stakeholders in terms of: (20)

3.3.1 Financial responsibilities

3.3.2 Legal responsibilities

3.3.3 Ethical responsibilities

3.3.4 Philanthropic responsibilities

**END OF PAPER.**

**GOOD LUCK!**