



TECHNICAL UNIVERSITY OF MOMBASA
Faculty of Business and Social Studies

DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR DEGREE IN
BACHELOR OF BUSINESS ADMINISTRATION
BACHELOR OF COMMERCE

BPC 4305: STRATEGIC HUMAN RESOURCE MANAGEMENT

END OF SEMESTER EXAMINATIONS

SERIES: APRIL 2015

TIME: 2 HOURS

INSTRUCTIONS:

- Answer Question **ONE (Compulsory)** and any other **TWO** questions.
- Do not write on the question paper

This paper consists of Two printed pages

QUESTION 1 (Compulsory)

- a) Most business executives expect better performance and search for tools that can help them achieve this. Explain how HR Managers can adopt a high performance approach to leverage organizational performance. **(10 marks)**
- b) Describe the common pitfalls in strategic Human Resource Planning. **(10 marks)**
- c) Knowledge about the environment helps HR Managers to become more accurate in planning. Discuss the internal forces within the HR environment. **(10 marks)**

QUESTION 2

- a) Explain the meaning of the following terms:
- i) Strategic fit
 - ii) Configurational approach. **(10 marks)**
- b) When developing strategies there are fundamental considerations. Discuss these considerations in the light of HR strategy formulation. **(10 marks)**

QUESTION 3

- a) The problem with Strategic HRM is that too often, strategic intentions are not achieved in practice. As a consultant advise the management of Funguo Investments the factors that can hinder achievement of strategic intentions. **(10 marks)**
- b) Discuss how barriers to implementation of strategy can be overcome. **(10 marks)**

QUESTION 4

- a) By use of examples, discuss the types of HR strategies. **(10 marks)**
- b) An effective strategy should be able to achieve what it was set out for. Discuss the criteria in evaluating an effective strategy. **(10 marks)**

QUESTION 5

Discuss the strategic roles of top managers, front line managers, HR directors and members of the HR function in Strategic HRM. **(20 marks)**