



TECHNICAL UNIVERSITY OF MOMBASA
Faculty of Business & Social Studies

DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR
MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT
MASTERS IN BUSINESS ADMINISTRATION

BHR 5201: STRATEGY AND STRATEGIC HRM

END OF SEMESTER EXAMINATIONS

SERIES: APRIL 2015

TIME: 3 HOURS

INSTRUCTIONS:

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

This paper consists of Two printed pages

QUESTION 1

The debate relating to the nature of HRM continues today although the focus of the debate has changed over time. It started by attempting to delineate the differences between ‘Personnel Management and ‘HRM’ (Tomington et al 2005), examining the relationship of HRM strategies, integration of HRM into business strategies and development of HRM to the managers and then the extent to which HRM can act as a key means to achieve competitive advantage in organizations, Most of these developments have taken place over the last couple of decades or so, and have precipitated changes in the nature of the HR function, from being reactive, prescriptive, and administrative (Legge, 1995). At present then the contribution of HRM in improving a firm’s performance and in the overall success of any organization is being highlighted in literature. In relation to the last debate, three perspectives emerge from the existing literature: universalistic contingency, and configuration.

Required:

- a) Discuss the concepts of universalistic contingency and configuration in SHRM. **(15 marks)**
- b) Explain **FOUR** business level strategies as proposed by Miles and Snow (1978). **(10 marks)**
- c) Explain internal and external forces that affect strategy implementation in an organization. **(5 marks)**

QUESTION 2

The process of formulating, implementing and evaluating business strategies to achieve future objectives needs careful and critical thinking. Explain key questions that the HR strategist and his team should consider. **(25 marks)**

QUESTION 3

The rhetoric behind the concepts of human resource management, Strategic Management and Strategic HRM has an inspiring ring about it but does anything actually happen? Discuss the process of Strategic Human Resource Management. **(25 marks)**

QUESTION 4

Discuss strategic challenges facing institutions of higher learning in Kenya. **(25 marks)**

QUESTION 5

Porter, M. has identified **THREE** types of business strategies that can help a firm to cope with competitive forces and outperform other firms in the industry. One of the strategies is cost leadership. Explain human resource strategies that fit a cost leadership orientation. **(25 marks)**