



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

SPECIAL/SUPPLEMENTARY EXAMINATIONS

SERIES: FEBRUARY 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) Discuss the competences of Strategic Human Resource management to modern day organisations. **(10 marks)**
- b) Highlight factors in the internal and external business environment that need consideration when developing Human Resource Management Strategies. **(10 marks)**
- c) Strategies involve change and failure to implement strategies occurs when changes is not managed well. Discuss the change Manager's Roles of Human Resource Managers. **(10 marks)**

QUESTION 2

Discuss the following:

- a) Competence advantage. (5 marks)
- b) Distinctive capabilities. (10 marks)
- c) Strategic fit. (5 marks)

QUESTION 3

- a) One of the defaming characteristics of HRM is emphasis on the importance of enhancing mutual commitment (Walton 1985). Discuss any **FIVE** approaches that can be used to achieve high commitment. (10 marks)
- b) Highlight any **FOUR** limitations of Strategic Human Resource Management. (10 marks)

QUESTION 4

- a) Discuss the Strategic Human Resource Planning Process. (10 marks)
- b) Highlight any **FIVE** strategies that can be applied by organizations in managing employee surplus. (10 marks)

QUESTION 5

- a) Discuss any **FIVE** approaches to Strategic Human Resource Management. (10 marks)
- b) Explain any **FIVE** elements of Strategic Human Resource Management. (10 marks)