

TECHNICAL UNIVERSITY OF MOMBASA
School of Business

DEPARTMENT OF BUSINESS

BHR 4305 : STRATEGIC HUMAN RESOURCE MANAGEMENT

SERIES: MAY 2016

TIME: 2 HOURS

INSTRUCTIONS:

- This paper consists of **FIVE** questions.
- Answer Question **ONE (Compulsory)** and any other **TWO** questions.

QUESTION 1 (Compulsory)

- a) The strategic plan addresses the **what** and **why** of activities, but implementation addresses the **who, where, when, and how**. The fact is that both are critical to success. In fact, companies can gain competitive advantage through implementation if done effectively. Explain why Strategic Plans fail. **(10 marks)**
- b) Entrepreneurs and business managers are often so preoccupied with immediate issues that they lose sight of their ultimate objectives. That's why a business review or preparation of a strategic plan is a virtual necessity. This may not be a recipe for success, but without it a business is much more likely to fail. Discuss the Content of a Strategic Plan. **(10 marks)**
- c) State and explain briefly the **FIVE** limitations of Strategic Human Resources Planning that hinder Human Resources Managers from doing it effectively, efficiently and successfully. **(10 marks)**

QUESTION 2

- a) Describe briefly any **FIVE** sources of change that always occur at work places that Human Resources Managers should know and match their structures and operations with. **(10 marks)**
- b) Strategy formulation refers to the process of choosing the most appropriate course of action for the realization goals and objectives and thereby achieving the organizational vision. Describe **Six** Steps of Strategy formulation. **(10 marks)**

QUESTION 3

- a) Outline the **FIVE** factors that influence strategy implementation within a multinational Corporation. **(10 marks)**
- b) The challenges that every nonprofit organization faces, we believe, involve the need for improved execution in several areas. Discuss **FIVE** areas of fundamental concern. **(10 marks)**

QUESTION 4

- a) The external environment of marketing is comprised of those uncontrollable forces outside of your organization. These forces that can influence your business are uncontrollable because you do not have any control over them, but yet, you can respond and adapt to their treats and influences with your controllable mix element from your internal environment. Discuss the uncontrollable forces in the external environment? **(20 marks)**

QUESTION 5

- a) State and explain the **THREE** objectives that Human Resources Department may have to achieve by starting and implementing strategic Human Resources Management. **(6 marks)**
- b) Outline the **SEVEN** Initial Activities in the Human Resource Audit. **(14 marks)**