



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS
DEPARTMENT OF BUSINESS ADMINISTRATION
UNIVERSITY EXAMINATION FOR:

DEGREE

BHR 4306: STRATEGIC HUMAN RESOURCE MANAGEMENT:

END OF SEMESTER EXAMINATION

SERIES:AUGUST2019

TIME:2HOURS

DATE:Pick DateSelect MonthPick Year

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

QUESTION 1 (Compulsory)

- Clearly, explain any **FIVE** areas of distinction between Traditional Personnel Management and Strategic Human Resources Management to newly posted junior Human Resources Department staff as a part of your orientation to them as a Human Resources Manager in your organization. **(10 marks)**
- Highlight the **FIVE** reasons that make well-established organizations refuse to accept and implement proposed desirable changes. **(10 marks)**
- 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

- 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) Identify and explain briefly any **FIVE** issues/factors that employers through Human Resources Department should investigate in the labour market and consider in making decisions on manpower supply or availability. **(10 marks)**

QUESTION 3

- a) Outline the **FOUR** areas of importance of strategic Human Resources Management that Human Resources staff should know and take advantage of in the best interests of their organization. **(8 marks)**
- b) Choose and explain briefly any **SIX** factors affecting manpower needs. **(12 marks)**

QUESTION 4

- a) Describe the **FOUR** determinants in Manpower plans of action to balance between Manpower demands and supplies. **(8 marks)**
- b) Highlight the **SIX** activities used in adapting to external changes by adjusting internal structures and operations of an organization. **(12 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** factors that influence Strategic Human Resources Planning Process. **(14 marks)**
- g. **(20 marks)**