



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY ORDINARY EXAMINATION FOR:

BACHELOR OF BUSINESS ADMINISTRATION

BHR 4305: STRATEGIC HUMAN RESOURCE MANAGEMENT

END OF SEMESTER EXAMINATION

SERIES: APRIL 2025

TIME: 2 HOURS

DATE: 8 May 2025

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 ONE

a) Explain the Matching Model of HRM and how it aligns HR with business goals.

(10

marks)

b) Describe the Harvard Framework of HRM and its main elements. (10 marks)

c) List and explain five key aims of Strategic Human Resource Management (SHRM).

(10

marks)

Question TWO

- a) Discuss the role of HRM in achieving competitive advantage for an organization. (10 marks)
- b) Outline the steps involved in formulating an HR strategy. (10 marks)

Question THREE

- a) Explain the concept of strategic fit in HRM and why it is important. (10 marks)
- b) Analyze the resource-based approach to HRM and its significance. (10 marks)

Question FOUR

- a) Discuss how HR strategies contribute to improving organizational performance. (10 marks)
- b) Describe the importance of knowledge management in HRM. (10 marks)

Question FIVE

- a) Compare financial and non-financial rewards and their impact on employee motivation. (10 marks)
- b) Explain how HR can manage workplace diversity effectively in a global business. (10 marks)