



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:
BACHELOR OF BUSINESS ADMINISTRATION
BHR 4305: STRATEGIC HUMAN RESOURCE MANAGEMENT
SPECIAL/SUPPLEMENTARY EXAMINATION

SERIES: JULY 2025

TIME: 2 HOURS

DATE: ~~Pick Date~~ JULY 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) Compare the hard and soft models of HRM, giving examples. (10 marks)
- b) Explain how HRM differs from traditional personnel management. (10 marks)
- c) Describe the key characteristics of SHRM and their impact on business success. (10 marks)

Question TWO

- a) Discuss the main challenges HR faces in implementing HR strategies. (10 marks)
- b) Outline the role of HR in managing organizational change. (10 marks)

Question THREE

- a) Explain how high-performance, high-commitment, and high-involvement HRM differ. (10 marks)
- b) List and describe key strategies for talent management in HRM. (10 marks)

Question FOUR

- a) Discuss the importance of learning and development for employees and organizations. (10 marks)
- b) Explain how HR strategies help create a strong workplace culture. (10 marks)

Question FIVE

- a) Analyze the impact of performance management systems on employee productivity. (10 marks)
- b) Suggest ways HRM can use strategic planning to improve employee engagement. (10 marks)