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KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

**2021/2022 ACADEMIC YEAR
FOURTH YEAR SECOND SEMESTER
MAIN EXAMINATION**

**FOR THE DEGREE OF BACHELOR OF COMMERCE
COURSE CODE: BCH 422
COURSE TITLE: STRATEGIC HUMAN RESOURCE
MANAGEMENT**

DATE: 02/09/2022 TIME: 9.00 – 11.00AM

INSTRUCTION TO CANDIDATES

- 1) The paper contains **FIVE** questions
- 2) Attempt **THREE** questions
- 3) Question **ONE** is Compulsory

TIME: 2 Hours

KIBU observes ZERO tolerance to examination cheating

SECTION ONE

Question One

'As we prepare to conquer the Ugandan market, let us not forget that we are the market leaders in this industry,' Dr. Kazi Mingi the CEO of Utafiti Computer Hardware and Software Ltd, Kenya's leading information technology firm, opened his address to the middle managers of his firm with these words.

"In just five years, we have ensured we have met and exceeded customer expectations in the Kenyan market. This is due to the inherent competencies within the organization that are able to adapt to the dynamic information technology sector. As we venture into Uganda, let us exploit the opportunities in Uganda, but we should not forget to defend our position in Kenya. Mr. Mwajiri the Human Resources Manager and his team should guide us during this seminar on the best Human Resources Strategies of venturing into the Ugandan market and those of protecting our market share in Kenya. I hope Mr. Mwajiri you are ready with your team." He concluded.

- a) As part of Mr. Mwajiri team and with reference to Miles and Snows competitive business strategies, advice the seminar participants on the Human resources management strategies to adopt for;
- i) The Kenyan Market
 - ii) The Ugandan market (8 marks)
- b) Although Mr. Mwajiri and team may design appropriate Human resource strategies for Utafiti Computer hardware and software Ltd, this change may face resistance. Highlight the several factors may prevent the successful change implementation. (6 marks)
- c) Advice the seminar participants on various ways in which they can ensure that the chosen resource strategies are successfully implemented. (6 marks)
- d) Define 'Competencies'. How competencies are useful in HR strategies. (6marks)
- e) Outline any four approaches that can be used in formulating and implementing an organization's employee relation's strategy (4 marks)

SECTION TWO

QUESTION TWO

- a) Explain the cultural issues in mergers and acquisitions along with effects on the performance of the organization. (10 marks)
- b) Discuss the various approaches to HR strategy development. (10 marks)

QUESTION THREE

- a) Essentially, Organizational development plays a major role in the organizations that are geared towards achieving their objectives and targets. Discuss organizational development and its implications on the organization. (12 marks)
- b) Critically examine any ten components of financial and non financial rewards that a Human resource manager can use in strategic reward management. (8 marks)

QUESTION FOUR

a) A retention strategy is essential to any organization and needs to be tailor-made to address areas in which there is a lack of commitment and where employee satisfaction can arise. The mix of these factors must depend on the specific circumstances in which the organization finds itself (in relation to its internal strengths and weaknesses, its resources, and its market position). Discuss in details the factors that essentially contribute towards the retention strategy of employees in the organization and how to overcome them. (14 marks)

b) Highlight the Human resources practices that are common in an organization that is implementing a high involvement management model of strategic human resources management. (8 marks)

QUESTION FIVE

a) The role and focus of human resource management strategy is intertwined in two influential models according to American schools of thought, which are Michigan and Harvard schools that suggested the interconnection of business strategies, organizational structures and human resources management, which are embraced into personnel key functions.

Critically describe the distinctions of these two schools of thought and support your answer by closely referring to the approaches that focus on the managers' responsibility to manage four key HRM policy areas. (10 marks)

b) What are the challenges facing strategic performance management in organizations (10 marks)