

KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

MAIN EXAMS

2022/2023 ACADEMIC YEAR

FOURTH YEAR SECOND SEMESTER

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCH 422

COURSE TITLE: STRATEGIC HUMAN RESOURCE MANAGEMENT

DATE: 21/04/2023 TIME: 9:00-11:00AM

INSTRUCTIONS TO CANDIDATES

- 1) Answer Question **ONE**(Compulsory) and **ANY OTHER TWO** Questions
 - 2) Candidates must hand in their answer booklets to the invigilator while in the examination room
 - 3) Credit is given for legibility, clarity and use of relevant examples
 - 4) Question **ONE** is **30 marks** while Questions **2-5** carry **20 marks** each
 - 5) Clearly write your **Registration Number** on each answer sheet used
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TIME: 2 Hours

KIBU observes ZERO tolerance to examination cheating

QUESTION ONE

The human resource management team suggests to the management team how to strategically manage people as business resources. This includes recruiting and hiring employees with specific skill sets to meet the company's current future goals, coordinating employee benefits and suggesting employee training and development strategies. SHRM makes the HR function manager to participate in strategic decision making by all organization's functional area managers. Employee participation in aligning organizational strategy to HR and corporate strategy is crucial. Employees help a business develop a competitive advantage which involves building the capacity of the company so that it can offer a unique set of goods or services to its customers. HR expertise can allow the organization know where to look for specialized talent when needed. A competitive advantage is what sets a business apart from its competitors. Porter holds that an organization can gain a competitive advantage by ensuring that it analyses itself and the industry it operates in before formulating strategies that give it a competitive edge. HR strategies are formulated in the context of the overall organizational strategies. The HR department therefore gets very much involved in training and development as it also concentrates effort in selectivity in recruitment and selection without forgetting to place emphasis on talent management and cultural management practices.

- a) Explain strategic roles played by the department in which HR professionals work as consultants advising managers on many issues related to employees and the attainment of goals (12 marks)
- b) In the passage it is said that employee participation in aligning organizational strategy to HR and corporate strategy is crucial. Discuss when HR and corporate strategies are linked to enable the firm achieve its strategies. (4 marks)
- c) Explain strategies identified by Michael Porter for establishing a competitive advantage (6 marks)
- d) Make an analysis of HR strategy best practices to be kept in mind when creating and implementing an HR strategy. (8marks)

QUESTION TWO

- a) Strategic human resource development is very essential in today's era of competition. Justify the need for this concept (10 marks)
- b) Given that each company values different qualities and skills in an employee, enumerate essential HR competencies for a modern business (10 marks)

QUESTION THREE

- a) Discuss barriers that make the implementation of HR strategies an uphill task among businesses. (10 marks)

b) Since our goals can only be reached through a vehicle of a plan in which we must fervently believe and upon which we must vigorously act, evaluate strategies to aid in your career planning and growth (10 marks)

QUESTION FOUR

a))Using the Miles and Snow competitive strategy explain how HR strategies contribute to competitive advantage (10 marks)

b) As an HR leader of your human resource department, explain ways you can use to shape your organization's business strategy (10 marks)

QUESTION FIVE

a) In as much as HR planning and resourcing must be aligned to organization mission, strategic plans and resources, the HR plans in existence may fail to attain desired goals. Critically examine why this may be the case (10 marks)

(b)) After completing your course in strategic human resource management, you may not secure a top level management position immediately or in the near future. Briefly explain aims of strategic human resource management (10 marks)