



(University of Choice)

**MASINDE MULIRO UNIVERSITY OF SCIENCE AND
TECHNOLOGY
(MMUST)**

MAIN CAMPUS

**UNIVERSITY EXAMINATIONS
2021/2022 ACADEMIC YEAR
FOURTH YEAR**

**SPECIAL/SUPPLEMENTARY EXAMINATIONS
FOR THE DEGREE
OF
BACHELOR OF COMMERCE**

COURSE CODE: BCB 416

COURSE TITLE: STRATEGIC HUMAN RESOURCE MANAGEMENT

DATE: MONDAY 1ST AUGUST 2022 TIME : 8:00 - 10:00AM

INSTRUCTIONS TO CANDIDATES

1. Answer question ONE (**Compulsory**) and any other Two questions

TIME: 2 HOURS

MMUST observes ZERO tolerance to examination cheating

This Paper Consists of 3 Printed Pages. Please Turn Over.



QUESTION ONE

- (a) You being the HRM of your organization charged with strategy formulation and implementation discuss some of the challenges you anticipate in the process of implementing the HRM strategies (10 marks)
- (b) What is the contribution of strategic HRM to organization success in terms of organization structure? (10 marks)
- (c) What strategies to adopt to overcome resistance to change would you advise an organization which intends to introduce a new technology in its operation. (10 marks)

QUESTION TWO

- a) Being an expert in the field of HRM explain to the Board of your organization the strategic role of the human resource function of the organization. (10 marks)
- b) What does career strategy consist of for it to motivate and enhance performance to the attainment of organizational goals? (10 marks)

QUESTION THREE

- (a) The planned perspective of the formulation and implementation of employee relations strategy goes through the prescribed steps of strategy formulation and implementation. Describe steps followed in the planned perspective of the formulation and implementation of employee relations strategy in Kenya (10 marks)
- (b) 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 analyze why this may be the case (10 marks)

QUESTION FOUR

- (a) Discuss the characteristics of an organization's resources that can give it a competitive advantage from a resource based view of the firm (8 marks)
- (b) If you sense your business is at risk of losing top talent, you need to move fast to outline your employee retention strategies. Explain the key areas of concern in establishing a retention strategy (12 marks)

QUESTION FIVE

- (a) Discuss the strategic management process. (10 marks)
- (b) Strategic human resource development is very essential in today's era of competition. Can you justify the need for this concept? (10 marks)