



*(University of Choice)*

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

**UNIVERSITY MAIN EXAMINATIONS**

**2022/2023 ACADEMIC YEAR**

**FIRST YEAR FIRST SEMESTER EXAMINATION**

**FOR THE DEGREE  
OF**

**DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION  
(HUMAN RESOURCE MANAGEMENT)**

**COURSE CODE: PBA 913**

**COURSE TITLE: STRATEGIC HUMAN RESOURCE  
MANAGEMENT**

**DATE: WEDNESDAY, 21<sup>ST</sup> /12/2022      TIME: 8:00 - 11:00AM**

**INSTRUCTIONS TO CANDIDATES**

Answer question **ONE** and any other **THREE** questions

**TIME: 3 HOURS**

**MMUST observes ZERO tolerance to examination cheating**

**This Paper Consists of 4 Printed Pages Please Turn Over.**

## QUESTION ONE:

*Read the text below and answer the questions that follow:*

Mt. Elgon Plastics Ltd is a Kenyan registered company with ambitions to spread its operations across the African region. It has had ten years of continuous growth in Kenya, characterized by increased sales and product diversification of its offering. Initially, it was manufacturing water pipes but with demand for water storage facilities, it ventured into water tanks manufacture and became the leading manufacturer in the country. It has recently invested heavily in production facilities to meet projected increase in demand that is anticipated from the growth it plans across the East and Central Africa Region. It is set to open offices in Rwanda, South Sudan, D.R Congo and Tanzania. It has sought expert human resource management advice on its expansion plan so that it continues with its growth trajectory.

*Required:*

- a) Discuss the anticipated benefits that will accrue to the company if it embraces a strategic human resource management approach in its endeavours. (10 marks)
- b) Examine the Strategic employee resourcing challenges that Mt. Elgon Plastics may face arising from its move. (20 marks)
- c) Mt. Elgon Plastics has approached you for advice on how to utilize the high-commitment management model to gain strategic foothold in the East African Region. Advice (10 marks).

## QUESTION TWO

- a) Mzinga Processors, a leading manufacturer of electronic equipment, seeks to improve its competitive advantage by embracing the prospector approach of Miles and Snow Typology in its operations. They have sought your expert advice on the Human resource strategies to utilize under this approach to achieve their objectives. Advice. (10 marks)
- b) Discuss areas of focus that organizations should consider when designing an employee relations strategy that will enhance their competitive advantage (10 marks)

## QUESTION THREE

You have been approached as a consultant in Strategic Human Resource Management by Mayuno ltd, a leading firm in the flower and hospitality industry, to help them come up with a strategic plan to guide its operations. As an expert in the field and using suitable examples, enlighten them on the strategic management process (20 marks)

## QUESTION FOUR

- a) Critically examine key issues to be considered when developing a reward strategy that is aligned to organizational strategy (10 marks)
- b) "One of the key pillars of Strategic Human Resource management is the embracing of an investment perspective in managing people in an organization." Validate this assertion (10 marks)

#### QUESTION FIVE

- a) "Firm competitiveness is dependent on its strategic career management initiatives. The organization should take charge of this process instead of leaving it to the employee" Validate this assertion (10 marks).
- b) You have been invited to address the Annual Institute of Human Resource Management Symposium on emerging issues in People management. You are to give insights on Strategic performance Management and how it affects Human Resource Management. Critically enlighten the participants on the challenges faced in strategically managing human resource performance and how it can be ameliorated (10 marks)

**END**

