MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY

SCHOOL OF BUSINESS AND ECONOMICS

(MAIN CAMPUS)

UNIVERSITY EXAMINATIONS (MAIN)

2023/2024 ACADEMIC YEAR

FOUTH YEAR, SECOND SEMESTER

FOR THE DEGREE

OF

BACHELOR OF COMMERCE

COURSE CODE: BCB 416

COURSE TITLE: STRATEGIC HUMAN RESOURCE MANAGEMENT

DATE: WEDNESDAY 17TH APRIL 2024 **TIME: 8.00-10 AM**

INSTRUCTIONS TO CANDIDATES

Answer **QUESTION ONE** and **any other Two**

TIME: 2 Hours

MMUST observes ZERO tolerance to examination cheating

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experienced high levels of stress and burnout which led to increased grievances and trade disputes. To save the company from imminent collapse, the board of directors resolved to engage a business partner in Human Resource Management to lead the organization's transformational processes. The business partner's key duties were to:

(i) Develop human resource strategies in each of the functional areas of the human resource management

(ii) Align the functional human resource strategies with each other using appropriate human resource models to create synergy

(iii)Integrate the human resource strategies with corporate and business strategy and

(iv)Align the organization's strategy with organizational culture

The head of the human resource department embarked on his role and made various proposals to the management. The management adopted the proposed initiatives and the implementation process took course.

Following the implementation of the new initiatives, MEL has recaptured its market share and bounced back to its profitability. This was attributed to the resultant high levels of engagement and commitment among the employees, which in turn increased productivity. Today, the company as gained recognition as an employer of choice through its strong employer brand. A recent employee satisfaction survey revealed high levels of discretion and positive psychological contract between employees and the management.

(a) Explain FIVE ways that the management of MEL may have applied to achieve high levels of staff engagement and commitment **(5mks)**

(b) Describe how the company may have applied the resource –based model to promote business competitiveness **(5mks)**

(c) In developing human resource strategies in each of the functional areas of the human resource department, show case how the business partner would make use of:

(i) Bundling approach **(5mks)**

(ii) The Best fit approach **(5mks)**

(d) Outline the strategies employed by MEL in gaining recognition as an employer of choice through its strong employer brand **(10mks)**

QUESTION TWO

(a) ABC Company Limited has engaged a consultant to develop its human resource strategy. Explain the guidelines the consultant should follow in developing the strategy **(10mks)**

(b) Miles and Snow identified types of organizational strategies on the basis of the dominant culture and suggested that HRM practices should be tailored to the demands of the business strategy. Examine the salient features of prospectors and the HRM practices to support their nature **(10mks)**

QUESTION THREE

(a) As a strategic human resource management expert, Examine how organizations can develop their HR strategy to support a cost leadership business strategy **(10mks)**

(b) The recruitment and selection strategy of an organization should be aligned with the organizational strategy. Describe how such alignment enhances an organizations strategic positioning **(10mks)**

QUESTION FOUR

(a) Gratton et al (1999) point out that there exists a gap between what strategy seeks to achieve and what is achieved. Analyze the factors that contribute to this gap **(10mks)**

(a) Successful implementation of a human resource strategy is a difficult task for many organizations. Analyze the measures that an organization should put in place for successful implementation of the strategy **(10mks)**

QUESTION FIVE

(a) Assess the strategic role of human resource professionals in promoting organizational effectiveness **(10mks)**

(b) Implementation of effective human resource strategies can have appositive impact on employee productivity. Justify this statement **(10mks)**

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(*University of Choice*)

MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY
(MMUST)

UNIVERSITY MAIN EXAMINATIONS

2023/2024 ACADEMIC YEAR

FIRST YEAR SECOND SEMESTER EXAMINATION

FOR THE DIPLOMA IN BUSINESS MANAGEMENT

COURSE CODE: DBA 108

COURSE TITLE: PRINCIPLES OF HUMAN RESOURCE MANAGEMENT

DATE: WEDNESDAY 17TH APRIL 2024 TIME: 8.00-10.00AM

INSTRUCTIONS TO CANDIDATES
Answer question **ONE** and any other **TWO** questions

TIME: **2 HOURS**

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QUESTION ONE

i. Explain the role and functions of a human resource manager (8 Marks)

ii. Identify the reactive operational functions of a personnel manager (4 Marks)

iii. Discuss some of the personnel mistake that you would not want to make while managing (8 Marks)

iv. Highlight five factors influencing the need for recruitment (10 Marks)

QUESTION TWO

i. Discuss the advantages of internal recruitment (10 Marks)

ii. Explain the internal methods of recruitment (10 Marks)

QUESTION THREE

i. Identify and explain any five methods of performance appraisal (10 Marks)

ii. Explain the objectives of job evaluation (10 Marks)

QUESTION FOUR

i. Discuss the features of motivation to an employee (10 Marks)

ii. Explain the factors that affect productivity (10 Marks)

QUESTION FIVE

i. Discuss the objectives of incentives and payments (10 Marks)

ii. Explain the factors influencing wages and salaries administration (10 Marks)