

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE

BCOM 452: STRATEGIC HUMAN RESOURCE MANAGEMENT

STREAMS: BCOM (ODEL)

TIME: 2 HOURS

DAY/DATE: WEDNESDAY 06/10/2021

8.30 A.M – 10.30 A.M.

INSTRUCTIONS

- **Answer question ONE and any other TWO.**

QUESTION ONE

- (a) Started in 1995, DECAB is a leading manufacturer of car batteries in China market. Since then, it has been under the charge of Mr. John, the founder-owner of the firm. In 2009, the company decided to go for a diversification by expanding the product line. The new product was batteries for fork-lift trucks. At the same time, Mr. Marek was appointed the Human Resource Manager in the company. However, soon after its successful diversification into fork-lift batteries, the sales in this segment began dropping steadily. Mr. Marek wanted to introduce some radical changes in the training and remuneration of staff in the new business but the proposal was turned down by the old-fashioned Mr. John.

The firm is losing heavily in the fork-lift batteries business and its market share in car batteries is also on decline. Mr. John has asked Mr. Marek to prepare a HR strategy that can be used to save the company. What steps should Mr. Marek take to take the company out of its troubles? (10 marks)

- (b) Before developing human resource strategies, it is important to understand the culture of an organization. Cooke and Lafferty (1989) provided culture inventory dimensions that should guide organizations in developing HR strategies relevant to their specific organizations. Discuss these dimensions. (10 marks)
- (c) Identify and discuss areas covered by employee relations policies. (10 marks)

QUESTION TWO

- (a) Discuss the assumptions and limitations of the resource based view of strategic human resource management. (10 marks)
- (b) Explain the criteria that can be used to develop an effective human resource strategy. (10 marks)

QUESTION THREE

- (a) Discuss the components of employee resourcing strategies. (10 marks)
- (b) The best practice approach is based on the assumption that there is a set of best HRM practices and that adopting them will inevitably lead to superior organizational performance. Identify and explain five commonly adopted HRM practices by successful companies (10 marks)

QUESTION FOUR

- (a) Explain the barriers that organizations face while implementing human resource strategies and suggest solutions that can be used to overcome the barriers. (12 marks)
 - (b) Explain the considerations that should be made while deciding the company's reward strategy. (8 marks)
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