
CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS.

**FIRST YEAR EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF
COMMERCE**

BCOM 452: STRATEGIC HUMAN RESOURCE MANAGEMENT

STREAMS: BCOM Y4S1

TIME: 2 HOURS

DAY/DATE: WEDNESDAY 5/12/2018

11.30 A.M - 1.30 P.M

INSTRUCTIONS:

- **Answer Question ONE and any other TWO Questions.**
- **Do not write anything on the question paper**

QUESTION ONE

(a) Started in 1995, DamCo 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.

At this juncture in 2017, the firm is losing heavily in the fork-lift batteries and its market share in car batteries is also on a 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 & 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) ABC Company is experiencing financial constraints that if not addressed quickly may lead to its demise. The company is considering to withdrawal the wardrobe and transport allowances that employees have enjoyed over the years. There is a danger, however, that

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this move is likely to face employees' resistance. Advice how the Model proposed by Kurt Lewin in could be applied to reduce resistance. [10 Marks]

QUESTION TWO

(a) Human Resource Manager plays a strategic role as a business partner. Discuss this statement giving relevant examples from an organization well known to you. [10 Marks]

(b) Explain the barriers that impend implementation of HR strategies. [10 Marks]

QUESTION THREE

(a) Discuss the components of employee resourcing strategies. [10 Marks]

(b) Explain the meaning of the concept of emotional intelligence and show how such intelligence can be developed in an organization. [10 Marks]

QUESTION FOUR

(a) Using relevant examples, explain the link between business strategy and reward strategies. [10 Marks]

(b) Explain the issues that should be addressed by a good reward policy. [10 Marks]

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