

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

FOURTH 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: FRIDAY 8/12/2017

2.30 P.M - 4.30 P.M.

---

**INSTRUCTIONS:**

- Answer Question ONE and any other TWO Questions

**QUESTION ONE**

- (a) A technical training institute is experiencing high staff turnover and low student intake. Explain human resource management and development strategies that may be used to address the prevailing situation. [10 Marks]
- (b) Explain organization related challenges that may be solved by strategic human resource management. [10 Marks]
- (c) A food processing company intends to upscale its operations but does not have adequate skills composition among its employees. Explain the problems that the company may experience due to prevailing inadequate human capital. [10 Marks]

**QUESTION TWO**

- (a) Describe the process of developing a human resource strategy. [8 Marks]
- (b) Discuss critical human resource factors that are considered when linking human resource management with an organizations overall strategy. [12 Marks]

**QUESTION THREE**

- (a) Explain the significance of the following human resource models;
- (i) High performance management. [4 Marks]
  - (ii) High commitment management. [4 Marks]
- (b) Explain the characteristics of reward strategy and justify on circumstances under which it may contribute to achievement of an organization's goals. [12 Marks]

**QUESTION FOUR**

- (a) Much emphasis is placed on performance management. Explain the problems that may be experienced during the performance management process. [10 Marks]
  
  - (b) As a human resource consultant, you have been requested to evaluate effectiveness of human resource strategies in a public organization. Explain key indicators that support effectiveness of human resource strategies that are adopted by the organization. [10 Marks]
- .....