

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 07/08/2024****8.30 A.M. – 10.30 A.M.****INSTRUCTIONS:**

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

QUESTION ONE

One of the departments of ABC Co. Ltd. is headed by a manager who is responsible for approximately 50 professionally qualified staff, plus ancillary workers. Section heads look after groups of between four and seven members of staff.

The previous manager was keen, understanding and strict; he closely observed performance, weaknesses and strengths of each staff member. He commended what he observed.

The services offered by the company were efficient and highly regarded. Staff used to take part in many discretionary activities such as involvement in public affairs and voluntary unpaid overtime work.

A year ago, a new manager was appointed. The new manager, trained in a famous business school, appears to be cold and unfriendly. He immediately promoted two section heads to be assistant managers, one in charge of public relations, the other in charge of administration to be responsible for the newly introduced weekly performance reports and briefing meetings.

Since the appointment of the new manager, 30% of the staff have left the organization and the rest have gradually ceased all their discretionary activities. There is now a policy of positive non cooperation adopted by employees.

Required:

- a) In your own words, analyse the human resources problems facing ABC Co Ltd and suggest HR strategies that can be applied to correct the situation. (10 marks)
- b) The new manager is optimistic that developing a high performance culture would likely help the organization. Discuss the characteristics of such a culture. (10 marks)
- c) Explain five common human resource practices adopted by successful companies that you would recommend for ABC Co. Ltd. (10 marks)

QUESTION TWO

- a) Strategic human resource management is anchored on three approaches namely high-performance, high-commitment and high-involvement management. Explain the meaning of each approach and set out the key characteristics of a high-performance culture. (12 marks)
- b) The overarching component of strategic resourcing is the integration of resourcing and business plans. One such is the flexibility plan. Explain the areas that flexibility plans need to address. (8 marks)

QUESTION THREE

- a) To enjoy the benefits of performance management, organizations should put in place various performance management strategies. Discuss any five of these. (10 marks)
- b) Discuss the approaches that organizations should adopt in development and implementation of reward strategies. (10 marks)

QUESTION FOUR

- a) Explain why companies in the consulting firms may be opposed to outsourcing any of their services. (10 marks)
- b) Explain the relationship between business strategy and human resource strategy and show the criteria for identifying an effective HR strategy (10 marks)

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