

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

FOURTH YEAR EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE

BCOM 452: STRATEGIC HUMAN RESOURCE MANAGEMENT

STREAMS: Y4 S1

TIME: 2 HOURS

DAY/DATE: WEDNESDAY 24/3/2021

8.30 AM – 10.30 AM

INSTRUCTIONS:

- Answer question ONE (Compulsory) and any other TWO
- Do not write anything in the question paper.

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 assistant manager, 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 co-operation adopted by employees.

Required:

- a) Identified the nature of human resource management related challenges affecting the company and suggest strategies that could be put in place to correct the situation. [10 Marks]

b) The focus of the new manager is to develop a high performance culture which he believes would bring back the organization to the right track. Explain what the characteristics of such a culture would be and show the various high-involved work practices that are known to enhance best work practices. [10 Marks]

c) Explain the barriers that this company is likely to face while implementing human resource strategies aimed to improving work performance. [10 Marks]

QUESTION TWO

a) Explain the key elements of employee relations strategies. [10 Marks]

b) Discuss the approaches that organisations should adopt in development and implementation of reward strategies. [10 Marks]

QUESTION THREE

a) 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 advantages of a well-defined performance management system. [10 Marks]

QUESTION FOUR

a) Strategic human resource management supports the principle of Management by Objective (MBO) and endeavours to align the workforce towards this direction. Describe the process of MBO and show the benefits that an organization using these principles is likely to enjoy. [10 Marks]

b) Identify five characteristics of organizational development and briefly show how business strategy relates to reward strategy. [10 Marks]

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