

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE

BCOM 452: STRATEGIC HUMAN RESOURCE MANAGEMENT

STREAMS:

TIME: 2 HOURS

DAY/DATE: MONDAY 20/09/2021

2.30 P.M – 4.30 P.M

INSTRUCTIONS

■ Answer question one and nay other two

QUESTION ONE

One of the departments of ABC Co. Ltd is headed by John, 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, peter 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.

John, trained in a famous business school, appears to be cold and unfriendly. When he arrived at the company, 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 his appointment, 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 by employees.

Required:

- (a) Compare the leadership qualities possessed by John and Peter showing how the weakness in the company's resourcing strategy may have contributed to the current position. [10 marks]
- (b) John is optimistic that developing a high performance culture would likely help the organization. Discuss the characteristics of such a culture. [10 marks]
- (c) Explain the assumptions of the resource based view to strategic HRM and show the weakness of the approach. [10 marks]

QUESTION TWO

- (a) Explain the barriers that organizations face while implementing human resource strategies. [10 marks]
- (b) Discuss the approaches that organizations should adopt in development and implementation of reward strategies. [10 marks]

QUESTION THREE

- (a) Explain the key elements of employee relations strategies. [8 marks]
- (b) Explain the advantages and disadvantages of labour outsourcing in the service sector organizations. [12 marks]

QUESTION FOUR

- (a) Explain the contribution that implementation of a good performance management system can make in an organization. [12 marks]
- (b) Differentiate between training and development and giving reasons why organizations train their employees. [8 marks]
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