

# The Co-operative University of Kenya

**END OF SEMESTER EXAMINATION DECEMBER-2018**

**EXAMINATION FOR THE DEGREE OF BACHELOR OF CO-OPERATIVE  
BUSINESS/HUMAN RESOURCE MANAGEMENT**

**UNIT CODE: HBH 2405**

**UNIT TITLE: STRATEGIC HUMAN RESOURCE MANAGEMENT**

**DATE: DECEMBER, 2018**

**TIME:**

## **INSTRUCTIONS:**

- Answer question **ONE (compulsory)** and any other **TWO** questions

### **QUESTION ONE**

- (a) Explain the strategic nature of Human Resource Management (6 marks)
- (b) Discuss how human resource can be source of distinctive capabilities for a firm's competitive advantage (6 marks)
- (c) Discuss FIVE approaches to strategic HRM (10 marks)
- (d) Giving relevant examples, describe FOUR types of HR strategies (8 marks)

### **QUESTION TWO**

- (a) Define the term "Strategy" and describe its TWO key elements (6 marks)
- (b) Discuss FOUR approaches for achieving high commitment from an organizations human resources. (8 marks)
- (c) Highlight SIX barriers to effective implementation of human resource strategies (6 marks)

### **QUESTION THREE**

- (a) Describe the TEN steps involved in formulation of strategy (10 marks)
- (b) Strategic HRM should attempt to achieve a balance between the 'hard' and 'soft' elements of human resource management. Discuss (10 marks)

### **QUESTION FOUR**

- (a) Outline SIX benefits of strategic human resource management (6 marks)
- (b) Specific HR strategies usually set out what the organization intends to do in certain areas. Describe Seven such area (14 marks)

### **QUESTION FIVE**

Discuss the following concepts in relation to strategic HRM;

- (a) Competitive advantage (5 marks)
- (b) Strategic fit (5 marks)
- (c) Organizational development strategies (5 marks)
- (d) Knowledge management strategies (5 marks)