



The Co-operative University College of Kenya
(A Constituent College of Jomo Kenyatta University of Agriculture & Technology)

END OF SEMESTER EXAMINATION APRIL-2016

EXAMINATION FOR THE BACHELOR OF CO-OPERATIVE BUSINESS

UNIT CODE: HCOB 2434

UNIT TITLE: STRATEGIC HUMAN RESOURCE MANAGEMENT

DATE:

TIME:

INSTRUCTIONS:

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

QUESTION ONE

- (a) Define the term strategic human resource management (4 marks)
- (b) Co-operative in Kenya have been facing many challenges latterly. The survival of co-operative against fierce competitive is embracing change
 - ii) Explain why co-operative need change (6 marks)
 - iii) State the effects of change (10 marks)
- (c) What is the relationship between HRM and SHR (4 marks)
- (d) Outline **THREE** advantages and limitations of Human Resource planning (6 marks)

QUESTION TWO

- (a) Explain the purpose of a compensation strategy (8 marks)
- (b) State types of rewards (5 marks)
- (c) Identify determination of pay (7 marks)

QUESTION THREE

- (a) Define organizational culture (4 marks)
- (b) Highlight types of culture (4 marks)
- (c) Explain the role of culture in strategic management (12 marks)

QUESTION FOUR

- (a) Define succession planning (4 marks)
- (b) Describe the stages of succession planning (10 marks)
- (c) Explain benefits of succession planning (6 marks)

QUESTION FIVE

- (a) Explain three ways in which change in an organization can be implemented (6 marks)
- (b) Using Kurt Lewis model of “Freeze Refreeze” explain the concept of management of change (8 marks)
- (c) Explain the goals of succession planning (6 marks)