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University Examinations 2023/2024

FOURTH YEAR SECOND SEMESTER EXAMINATION FOR THE DEGREE OF
BACHELOR OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

BBR 3450: STRATEGIC HUMAN RESOURCE MANAGEMENT

DATE: APRIL 2024

TIME: 2 HOURS

INSTRUCTIONS: Answer question *one* and any other *two* questions

QUESTION ONE (30 MARKS)

One central idea about Strategic Human Resource Management (SHRM) is that labour is assets to be invested in and not costs.

- Explain the asset nature of HR (10 marks)
- Explain the investment orientedness of HR (10 marks)
- Discuss the Strategic roles of HR managers in an organization (10 marks)

QUESTION TWO (20 MARKS)

Organizations are often confronted with the choices of adopting business strategies that fit with available HR competencies for competitiveness

- Explain the role of best fit model in relation to the above statement (15 marks)
- Explain 3 key aspects of HR scorecards in an organization (5 marks)

QUESTION THREE (20 MARKS)

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- a) Discuss Miles and Snow (1984) classification of business strategies and HR Strategies. (15 marks)
- b) Explain the importance strategic benchmarking in an organization. (5 marks)

QUESTION FOUR (20 MARKS)

Explain the contribution of Resource Base View (RBV) model in sustaining human resources competitiveness of an organization. Illustrate your answer. (20 marks)

QUESTION FIVE (20 MARKS)

As HR specialist, advise your top management on step to be followed for developing HR strategies. (20 marks)