



**KARATINA UNIVERSITY**  
**UNIVERSITY EXAMINATIONS**  
**THIRD YEAR, SECOND SEMESTER EXAMINATIONS**  
**2023/2024 ACADEMIC YEAR**

**FOR THE DEGREE OF:**  
**BACHELOR OF HUMAN RESOURCES MANAGEMENT**

**COURSE CODE: BHR 322**

**COURSE TITLE: STRATEGIC HUMAN RESOURCE MANAGEMENT**

**DATE: 19/4/2014**

**TIME: 12.00PM -2.00PM**

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**Instruction**

**See inside**

## **INSTRUCTIONS**

**Answer question one and any other three questions**

### **Question one**

#### **Case study: Strategic HRM at Acme Tech Solutions**

Acme Tech Solutions has set ambitious goals to double its workforce and expand its market presence in the next two years. The company aims to attract top talent, foster a culture of innovation, and ensure employee engagement. However, the Kenyan tech industry is highly competitive, and talent retention poses a significant challenge. Additionally, there is a need to address cultural diversity within the organization.

Required:-

- a) In the context of the Kenyan tech industry, outline a five points strategic approach for Acme Tech Solutions to attract and retain top talent (10 marks)
- b) From the case study, evaluate five important reasons for cultural diversity in the workplace (5 marks)
- c) Recommend five HR strategies that Acme Tech Solutions can implement to enhance employee engagement and stimulate innovation among its workforce (10 marks)

### **Question two**

- a) Recruitment and selection are critical components of human resource management, aiming to attract, identify, and hire the most qualified candidates for organizational positions. Describe five (5) key actions in developing a recruitment and selection strategy (10 marks)
- a) An effective reward strategy requires a thorough analysis of the organization's current state and an evaluation of business and employee needs. Explain five specific reward initiatives that could be integral to a reward strategy, considering the present circumstances of the organization and the assessment of business and employee requirements. (5 marks)

### **Question three**

- a) Formulating an employee separation strategy involves adhering to several key principles to ensure that the process is conducted respectfully, fairly, and in compliance with legal and ethical standards. Discuss ten (10) principles in formulating an employee separation strategy for a service based organization. (10 marks).
- b) Managing under-performers is a positive process that is based on feedback throughout the year and looks forward to what can be done by individuals to overcome performance problems and, importantly, how managers can provide support and help. Explain five strategies required to manage under-performers in an organization (5 marks)

### **Question four**

- a) Organizations can formulate a performance management strategy that not only assesses employee contributions but also cultivates a culture of continuous improvement, employee development, and overall organizational success. Elucidate ten main benefits of a performance management strategy (10 marks)

- b) Organizations are embracing strategies that make them employer of choice. Discuss five such strategies (5 marks)

#### **Question Five**

- a) Formulating a robust learning and development strategy involves a comprehensive understanding of organizational goals, a focus on addressing skill gaps, and the implementation of diverse and technology-driven learning solutions. Explain ten principles that should be considered in formulation a learning and development strategy (10 marks)
- b. The successful implementation of HR strategies often encounters obstacles. Elaborate on five challenges faced during the execution of HR strategies and propose effective solutions to overcome each challenge. (5 marks).

#### **Question six**

- a) Employee wellness is integral to organizational success, contributing to increased productivity, employee satisfaction, and overall workplace well-being. Crafting an effective employee wellness strategy requires a thoughtful and comprehensive approach. Elaborate on ten (10) key considerations to guide the formulation of such a strategy (10 marks)
- b) Employee relations strategies define the intentions of the organization about what needs to be done and what needs to be changed in the ways in which the organization manages its relationships with employees and their trade unions. Discuss five elements of (5 marks)