



**KARATINA UNIVERSITY**  
**UNIVERSITY EXAMINATIONS**  
**THIRD YEAR, SECOND SEMESTER EXAMINATIONS**  
**2024/2025 ACADEMIC YEAR**

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

**COURSE CODE: BHR 322**

**COURSE TITLE: STRATEGIC HUMAN RESOURCE  
MANAGEMENT**

**DATE: 25/04/2025**

**TIME: 12.00 P.M. – 2.00PM**

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**INSTRUCTION TO CANDIDATES**

**SEE INSIDE**

Answer question one and any other three questions

## **QUESTION ONE – CASE STUDY (25 MARKS)**

### **Case study - Del Monte Kenya**

Catherine Ochako, a rogue staff member fired by Del Monte Kenya after pulling off one of the boldest self-promotions in payroll history, adjusting her own salary from Ksh 91,105 to Ksh 200,000. While on sick leave, Ms. Ochako decided her paycheck needed a serious boost. She first raised her salary to Ksh 250,000, then reconsidered and lowered it to Ksh 170,000 before finally settling on a cool Ksh 200,000 after what must have been a very strategic negotiation—with herself. To match her new financial status, she also upgraded her housing allowance from Ksh 19,000 to Ksh 35,000 and swapped her Ksh 7,500 transport allowance for a Ksh 28,000 vehicle allowance. Her financial glow-up was, however, short-lived. A routine payroll review exposed the well-executed heist, and Del Monte promptly dismissed her in December 2020. But Ochako wasn't ready to let go—she sued the company for Ksh 2 million, claiming the unauthorized changes were just part of her "regular payroll checks." Justice Byram Ongaya shut down her ambitious career move, ruling that her misconduct was "clearly established."

### **Required:**

- a) Evaluate five effectiveness measures of Del Monte Kenya's internal payroll controls and HR auditing mechanisms in preventing payroll fraud. (10 marks)
- b) Analyze five ethical implications of Catherine Ochako's actions in the context of HR governance and organizational justice. (10 marks)
- c) Elaborate on five key HR policy recommendations that would prevent similar payroll fraud incidents while ensuring employee accountability and transparency in compensation management. (5 marks)

### **Question two**

- a) Strategic Human Resource Management (SHRM) integrates HR policies with business strategy to ensure long-term organizational success. Discuss five characteristics of a high-performance work system (10 marks)
- b) Describe five main steps in the strategic management process. (5) Marks

### **Question three**

- a) Reward strategy is a declaration of intent towards the longer term development and implementation of reward policies, practices and processes that will further the achievement of organization goals. Elaborate on five aims of a reward management strategy (10 marks)
- b) Discuss five challenges HR Officers face in implementing HR strategies (5 marks )

#### **Question four**

- a) 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. Explain five major concerns of employee relations strategy (10 marks)
- b) Recommend five components that must be included in an effective employee resourcing strategy (5 marks)

#### **Question five**

- a) Learning and development strategies aims to ensure the organization has the talented and skilled people it needs and opportunities to enhance knowledge and skills and levels of competency. Analyze ten strategies for creating a learning culture in an organization (10 marks)
- b) Elaborate five impacts of HR policies on performance management (*5 Marks* )

#### **Question six**

- a) The NOISE Model and the SWOT Analysis are two well-known frameworks for strategic analysis. Discuss the five component of noise model (10 marks)
- b) In a landmark ruling, the court emphasized that public participation is a constitutional requirement in decision-making, even within government agencies. KRA's failure to engage stakeholders adequately in reviewing their organization structure was challenged. Discuss five ways public participation influences HR policy-making in public institutions, using the KRA case ruling as an example ( 5marks)