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**University Examinations 2014/2015**

FOURTH YEAR SECOND SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR OF COMMERCE

**BFB 3470: STRATEGIC HUMAN RESOURCE MANAGEMENT**

 **DATE: AUGUST 2015 TIME: 2HOURS**

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

**QUESTION ONE (30 MARKS)**

1. Why do organizations need to formulate and implement HR strategies (5 Marks)
2. Briefly describe the concept of investment orientedness in strategic human resource management (5 Marks)
3. Explain strategic roles of HR Managers in an organization (5 Marks)
4. As a HR Manager, how will you use the concept of strategic HRM to enhance organizational performance? Illustrate your discussion with examples (15 Marks)

**QUESTION TWO (20 MARKS)**

1. Using VRIO framework, explain HR competitive advantages in an organization (10 Marks)
2. Discuss with examples, cardinal strategic Human Resource interventions in training and development (10 Marks)

**QUESTION THREE (20 MARKS)**

1. Discuss various types of CSR in practice (10 Marks)
2. How helpful have these practices been in Kenyan context (10 Marks)

**QUESTION FOUR (20 MARKS)**

Discuss Miles and Snow’s classification of business strategies and HR strategies. Support your answers with examples (20 Marks)

**QUESTION FIVE (20 MARKS)**

As a manager, explain how you will use best fit approach of SHRM in a service industry (20 Marks)