



BUH4123 - HUMAN RESOURCE MANAGEMENT STRATEGY

Instructions

- i) This exam paper contains SIX questions containing 10 marks each.**
- ii) Answer Question 1 (COMPULSORY) and any other THREE questions**
- iii) Read each question carefully before attempting.**

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QUESTION 1

Read the Case and answer the questions that follow

ABC Company is a global manufacturing organization with over 10,000 employees. The company has recently experienced significant changes in its business environment, leading to the need for a revised HR strategy. You have been contracted to help the company to come up with a HR strategy that will keep it ahead of its competition.

Using examples, advise the company on the factors that would affect its Human Resource strategy in

- a) The external environment (6 Marks)
- b) The internal environment (4 Marks)

QUESTION 2

Explain **FIVE** factors that influence the formulation of a Human Resource Strategy in an organization. (10 Marks)

QUESTION 3

Describe the components of the following approaches to Human Resource Management Strategy

- a) The High performance work systems model (6 Marks)

- b) The Knowledge-based view model (4 Marks)

QUESTION 4

Discuss **FIVE** strategic approaches to Human Resource planning (10 Marks)

QUESTION 5

- a) Describe **THREE** components of an employee resourcing strategy (6 Marks)
- b) Discuss **TWO** ways in which values and ethics impact strategic human resource management (4 Marks)

QUESTION 6

- a) Explain any **THREE** strategies that develop psychological contract (6 Marks)
- b) Discuss **TWO** new trends in employee relations (4 Marks)