



Kasarani Campus  
Off Thika Road  
Tel. 2042692 / 3  
P. O. Box 49274, 00100  
NAIROBI  
Westlands Campus  
Pamstech House  
Woodvale Grove  
Tel. 4442212  
Fax: 4444175

**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR**  
**THIRD YEAR, FIRST SEMESTER EXAMINATION**  
**FOR THE DEGREE OF BACHELOR OF SCIENCE**  
**(BUSINESS ADMINISTRATION)**

Date: 18<sup>th</sup> April, 2023  
Time: 11.30am – 1.30pm

**KHR 302 - HUMAN RESOURCE MANAGEMENT 11**

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

**QUESTION ONE (30 MARKS)**

**THE EVOLVING PICTURE OF HR: FROM PROFESSIONAL TO STRATEGIC PARTNER**

Recent decades have witnessed dramatic shifts in the role of HR. Traditionally, managers saw the human resource functions as primarily administrative and professional. The HR staff focused on administering benefits and other payroll and operational functions and didn't think of themselves as playing a part in the organization's overall strategy. Efforts to measure HR's influence on the firm's performance reflected this mind-set. Specifically, theorists examined methodologies and practices that are focused at the level of the individual employee, the individual job, individual practice and policy development (such as workforce planning, employee selection, incentive compensation, training, succession planning and so forth). The idea was that improvements in individual employee performance would automatically enhance the organizational performance. Although such research attempted to extend the range of HR's influence, it did little to advance HR as a new source of competitive advantage.

As simply put, it didn't encourage HR managers to think differently about their role. In the 1990s, a new emphasis on strategy and the importance of HR systems emerged. Researchers and practitioners alike began to recognize the impact of aligning those systems with the company's larger strategy implementation effort and assessing the quality of that fit. Indeed, although many kinds of HR models are in use today, we can think of them representing the following evolution of human resources as a strategic asset: the human resource perspective; the compensation perspective; the alignment perspective and high-performance perspective. We are living in a time when a new economic paradigm – characterized by speed, technology, innovation, short cycle times, quality and customer satisfaction is highlighting the importance of intangible assets, such as brand recognition, knowledge, innovation and particularly human capital. This new paradigm can mark the beginning of a golden age for HR.

Yet even when human resource professionals and senior line managers grasp this potential, many of them don't know how to take the first steps towards realizing it. In my view, the most potent action HR managers can take to ensure their strategic contribution is to develop a measurement system that convincingly showcases HRs impact on business performance. To design such a measurement system, HR managers must adopt a dramatically different perspectives, one that focuses on how human resources can play a central role in implementing the firm's strategy, apply HR value chain models and three-legged stool model. The cheaper you hire, the faster your train, the better! With a properly developed strategic HR architecture, managers throughout the firm can understand exactly how people create value and how to measure the value creation process.

Required;

- a) Highlight some of the HR functions mentioned in this case study. (6 marks)
- b) With a properly developed strategic HR architecture, managers throughout the organisation can understand exactly how people create value and how to measure the value creation process. Unpack the term HR architecture to your team. (6 marks)
- c) Researchers and practitioners alike began to recognize the impact of aligning those systems with the company's larger strategy implementation effort and assessing the quality of that fit. Describe how the HR Value Chain Model is applied in alignment of HR strategies and business strategies. (6 marks)
- d) Outline the categories of Human resource policies that can be adopted by the Human Resource Managers. (6 marks)
- e) Justify the application of a three-legged stool model in human resource management. (6 marks)

### **QUESTION TWO (20 MARKS)**

- a) Using examples, justify that soft human resource management is a high commitment approach in people management. (8 marks)
- b) Discuss four common measures used to assess human resources departments effectiveness within the organization. (8 marks)
- c) Using examples, differentiate between job demand and job resources as explained in JD-R model. (4 marks)

### **QUESTION THREE (20 MARKS)**

- a) Discuss the factors influencing human resources strategy and policy development in organizations. (8 marks)
- b) The Human Resource Manager is the organizations internal consultant. In your capacity as an internal consultant, explain your key competencies that will lead to positive outcomes and help in achieving organizations competitive advantage. (8 marks)
- c) Section 30 of The Human Resource Management Act of 2012 spells out the disciplinary provisions in regard to professional misconduct of HR professionals. Enlighten your HR team on four of these provisions as stipulated in this Act. (4 marks)

#### **QUESTION FOUR (20 MARKS)**

- a) The Human Resource Manager is the organization's strategic business partner, workforce designer and strategic architecture. In the process of aligning HR strategy with the business strategy, the HR identifies policy options to support the organizations re-engineering process. (8 marks)

Required: Indicate some of the policy options in each category:

HR strategies	Your HR Policy options
1) HR Systems	
2) Workforce composition	
3) Number of employees	
4) Employment contracts	

- b) Suggest ways in which human capital management complements and strengthens strategic human resource management. (8 marks)
- c) Examine the international recruitment approaches that you will adopt as an aspiring global recruiter. (4 marks)

#### **QUESTION FIVE (20 MARKS)**

- a) In designing a competency framework, care should be taken to include only measurable competencies. It is also important to minimize complexities. Explain key employer competency framework. (8 marks)
- b) As an aspiring HR professional, you need to know that labour turnover can be good or bad! High labour turnover is costly and disruptive to all businesses while a low turnover indicates a healthy and productive workplace. Assume that your company had 108 employees in January 2022 and, upon conducting headcount, you found 102 employees in December 2022. Also note that five of your employees left in 2022.  
Required:
- i) In your view, what could be the cause of the variation between 108 employees in January 2022 and 102 employees by December 2022, if only five employees left the organisation. (2 marks)
- ii) Determine the average number of employees for the year, 2022. (2 marks)
- iii) Calculate the annual turnover rate, and justify whether the turnover rate was good or bad. (4 marks)
- c) Many business leaders do not consider that HR teams plays a central role in corporate social responsibility. Imagine this is a problem of perception! Clarify TWO arguments for HR professionals taking the Corporate Social Responsibility agenda seriously than before. (4 marks)