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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
FOURTH YEAR, FIRST SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 7th August, 2024
Time: 2.30pm – 4.30pm

KHR 2412 STRATEGIC HUMAN RESOURCE MANAGEMENT

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

ELITECARE HOSPITAL

EliteCare Hospital, a premier healthcare facility in Kenya, recognized the need to align its human resource management (HRM) strategy with its overall business objectives to maintain its competitive edge. The hospital embarked on a comprehensive strategic human resource management process to ensure its HR practices supported its mission of providing high-quality healthcare services. EliteCare Hospital's HRM strategy was developed through a structured process that included environmental scanning, strategy formulation, implementation, and ongoing evaluation. The goal was to ensure that the hospital had the right people, with the right skills, in the right positions to meet its strategic objectives. The strategic process at EliteCare involved three levels: corporate, business, and functional. At the corporate level, the focus was on overall growth and positioning within the healthcare sector. The business level strategy involved differentiating EliteCare through superior patient care and advanced medical technology. The functional level, particularly HRM, aimed to attract, develop, and retain top medical and administrative talent.

EliteCare conducted a thorough analysis of the external business environment, considering factors such as technological advancements, regulatory changes, and competitive pressures. Internally, the hospital assessed its workforce capabilities and organizational culture. This environmental scanning informed the HRM strategy, ensuring it was aligned with market conditions and organizational needs. The HRM strategy focused on several key areas: recruitment and selection, training and development, performance management, and employee retention. EliteCare implemented targeted recruitment campaigns, comprehensive onboarding programs, continuous professional development opportunities, and a robust performance appraisal system. Additionally, the hospital offered competitive compensation packages and employee wellness programs to enhance retention. To ensure the HRM strategy remained effective, EliteCare established a framework for ongoing monitoring and evaluation. Key performance indicators (KPIs) such as employee turnover rates, training completion rates, and patient satisfaction scores were regularly reviewed. The HRM strategy was adjusted based on these metrics and feedback from employees and management.

Required;

- a) Explain the three levels of strategy implemented by the management of EliteCare Hospital.
(5 Marks)
- b) Specify the main objectives of EliteCare's strategic human resource management (HRM) process.
(5 Marks)
- c) Analyse how the management of EliteCare conducted its business environment analysis.
(5 Marks).
- d) Explain the primary areas that EliteCare's HRM strategy emphasized.
(5 Marks)
- e) Describe the approaches that EliteCare's management utilized to monitor and evaluate its HRM strategy.
(5 Marks)
- f) Analyze the importance of strategy monitoring and evaluation for EliteCare.
(5 Marks)

QUESTION TWO (20 MARKS)

- a) Juma, a Human Resource Manager at Kwenda Company Limited, is a member of the committee responsible for implementing strategic Human Resource Management (HRM) programs in the company. Advise him on the purpose of strategic HRM in driving the company forward.
(8 Marks)
- b) Evaluate the importance of having a clear mission statement in a contemporary organization.
(6 Marks)
- c) As the Human Resource Manager of XYZ Company, prepare a presentation on the objectives of human resource strategies.
(6 Marks)

QUESTION THREE (20 MARKS)

- a) Using a diagram, illustrate the process of strategic human resource management adopted by modern organizations.
(8 Marks)
- b) Analyze why understanding the business environment is essential for a Human Resource Manager.
(6 Marks)
- c) Using examples, explain the components of SWOT analysis as a strategic planning tool.
(6 Marks)

QUESTION FOUR (20 MARKS)

- a) Explain the components of key components of the Human Resource Management Partner Model.
(8 Marks)
- b) "Strategic management encompasses a set of characteristics that distinguish it from other forms of management." Evaluate these critical components.
(6 Marks)
- c) Examine how strategic management is applied in Human Resource Management.
(6 Marks)

QUESTION FIVE(20 MARKS)

- a) Evaluate the challenges of strategy implementation in a globalized economy.
(8 Marks)
- b) "The McKinsey 7-S Framework emphasizes seven interrelated factors that must align to facilitate successful strategy implementation." Explain these factors.
(7 Marks)
- c) Examine the advantages of utilizing a Strategy Implementation Matrix.
(5 Marks)