



GARISSA UNIVERSITY

**UNIVERSITY EXAMINATION 2017/2018 ACADEMIC YEAR ONE
SECOND SEMESTER EXAMINATION**

SCHOOL OF BUSINESS AND ECONOMICS

FOR THE DEGREE OF MASTER BUSINESS ADMINISTRATION

COURSE CODE: MBA 853

COURSE TITLE: STRATEGIC HUMAN RESOURCE MANAGEMENT

EXAMINATION DURATION: 3 HOURS

DATE: 13/04/18

TIME: 2.00-5.00 PM

INSTRUCTION TO CANDIDATES

- **The examination has FIVE (5) questions**
- **Question ONE (1) is COMPULSORY**
- **Choose any other THREE (3) questions from the remaining FOUR (4) questions**
- **Use sketch diagrams to illustrate your answer whenever necessary**
- **Do not carry mobile phones or any other written materials in examination room**
- **Do not write on this paper**

This paper consists of TWO (2) printed pages

please turn over



QUESTION ONE (COMPULSORY)

- (a) Explain three types of strategies that a company can adopt to gain and sustain competitive advantage. **[6 marks]**
- (b) “In this era of economic liberalization and globalization”. Explain how HR professionals can contribute towards making human resource into a competitive advantage. **[9 marks]**

QUESTION TWO

- (a) Define the following terms;
- (i) Job description **[2 marks]**
 - (ii) Job specification **[2 marks]**
- (b) Highlight five uses of job analysis. **[5 marks]**
- (c) Describe the three methods of job design that an HR manager can use among his employees. **[6 marks]**

QUESTION THREE

- (a) Highlight four principles that should be in place for performance management to work effectively. **[4 marks]**
- (b) Describe the contribution of performance management to an organization. **[5 marks]**
- (c) Explain in brief the three theories that underpin performance management. **[6 marks]**

QUESTION FOUR

- (a) Describe the four integral components of the 360 degree appraisal. **[4 marks]**
- (b) Explain five objectives of performance appraisal. **[5 marks]**
- (c) Outline any six uses or importance of performance appraisal. **[6 marks]**

QUESTION FIVE

- (a) Define employee turnover. **[2 marks]**
- (b) “Cost estimates are useful as a means of backing up a business case for taking action to reduce turnover” discuss three factors that should be considered when calculating cost. **[6 marks]**
- (c) Explain the factors affecting retention of employees in an organization. **[7 marks]**

