



Quality Education for the Real World

GRE TSA UNIVERSITY - THIKA

UNIVERSITY EXAMINATIONS JANUARY - APRIL 2025 SEMESTER

BACHELOR OF COMMERCE

COURSE CODE: BCHR 403

**COURSE TITLE: STRATEGIC HUMAN RESOURCE
MANAGEMENT**

DATE: APRIL 2025

TIME: 2 HOURS

INSTRUCTIONS TO CANDIDATES

1. SECTION A IS **COMPULSORY**.
2. SECTION B: ANSWER ANY OTHER **TWO** QUESTIONS.
3. **DO NOT** WRITE ANYTHING ON THIS QUESTION PAPER AS IT WILL BE AN EXAM IRREGULARITY.
4. ALL ROUGH WORK SHOULD BE AT THE BACK OF YOUR ANSWER BOOKLET AND CROSSED OUT.

CAUTION: *All exam rooms are under CCTV surveillance during the examination period.*

SECTION A: COMPULSORY

Question One

- a) Using relevant examples, discuss how an organization can convert human capital into a competitive advantage while avoiding over-reliance on traditional HR practices. **[10 Marks]**
- b) Ethical dilemmas in HR management can impact organizational reputation. Discuss a real or hypothetical scenario where a conflict between employee well-being and company profitability arises and suggest how HR can resolve this ethically. **[10 Marks]**
- c) Employee motivation is often seen as a key driver of productivity. Explain two key motivation theories and how managers can apply them in the workplace to improve performance. **[10 Marks]**

SECTION B: ANSWER ANY TWO QUESTIONS

Question Two

- a) Stakeholder management is a crucial aspect of contemporary business leadership .Explain how emotional intelligence [EQ] can enhance stakeholder engagement in an organization. **[12 Marks]**
- b) Organizations often fail due to poor crisis management. Discuss how companies can build crisis-resistant cultures through HR-led interventions. **[8 Marks]**

Question Three

- a) Corporate Social Responsibility [CSR] is more than just philanthropy. Critically evaluate the concept of "strategic CSR", where business profitability and social impact align. How can businesses ensure that CSR is not just a PR stunt? **[12 Marks]**
- b) Compare and contrast the impact of transformational leadership vs. transactional leadership on employee motivation and company performance. **[8 Marks]**

Question Four

- a) Workplace diversity is both a strength and a challenge. Discuss the hidden biases in diversity hiring practices, and how companies can achieve true inclusivity beyond surface-level representation. **[10 Marks]**
- b) The workplace is evolving, and so are leadership styles. Discuss how a good work-life balance contributes to employee engagement and retention. **[10 Marks]**

Question Five

- a) The concept of employee loyalty has changed in modern workplaces. Analyze whether job-hopping is a sign of career growth or a red flag for companies. **[10 Marks]**
- b) Outsourcing and automation are reshaping job markets. Discuss the ethical and economic implications of mass layoffs due to automation. How can organizations retrain employees instead of replacing them? **[10 Marks]**