



# **CHRISTIAN SERVICE UNIVERSITY COLLEGE**

## **KUMASI**

### **CSUC SCHOOL OF BUSINESS**

**DEPARTMENT OF MANAGEMENT AND GENERAL STUDIES**

**BACHELOR OF BUSINESS ADMINISTRATION**

**End of Second Semester Examinations, 2019/2020 Academic Year**

**Level 300**

**Regular/Weekend/ Evening School**

**CSBH 320 STRATEGIC HUMAN RESOURCE MANAGEMENT  
(3 CREDIT HOURS)**

**LEVEL 300**

**June 2022**

**Total Marks: 70**

#### **GENERAL INSTRUCTIONS:**

- This paper consists of **four (4)** questions in all. You are required to answer only 3 questions in the answer booklet.
- Each question carries 22marks.
- Students should note that credit has been allocated for Proper (versus pedestrian or commonsensical) application of principles, concepts, theories, and analytical framework, orderly presentation of ideas and clear/legible handwriting
- You are required to submit both the question paper and the answer booklet to the invigilator

**Index Number..... Signed..... Date.....**

1. “So as to cope with the chaotic competition, organizations would need to manage their human resource carefully using an appropriate mix of hard and soft HR interventions, and employee engagement would continue to be an organisation’s dominant concern for developing a high performance work system.” Using practical examples, discuss this statement with emphasis on developing high performance work system and factors and strategies for enhancing engagement. **22marks**
2. **A.** Strategy in human resource is associated with number of concepts. Write brief notes on the following concepts:
  - I. Strategic intent. **2marks**
  - II. Resource-based strategy **2marks**
  - III. Distinctive capabilities **2marks**
  - IV. Strategic management **2marks**
  - V. Strategic capabilities. **2marks**
  - VI. Competitive advantage **2marks**
  - VII. Strategic goals and strategic plan **2marks**
  - VIII. Organisational development **2marks**
- B. Industries emerge at a particular point in time and organisations evolve with industries with which they compete. Explain briefly strategy and life cycle of the firm. **6marks**
3. There is always a difficulty in identifying and improving the complex relationship that transmit HR intentions into performance outcome. These are the links inside the “black box” of HRM. The AMO (ability, motivation and opportunity) is the starting point in an attempt to explain how HRM improves the complex relationship. The AMO model argues that performance is a function of abilities, motivation and opportunity to perform in a particular context. Using the AMO model, explain how the strategic human resource manager can use HRM process to influence these mediating variables. **22marks**
4. **A.** Strategic human resource management employ multi varied strategies in promoting and enhancing the performance of her human resource and organizational sustainability. Name and explain five human resource strategies in such context. **22marks**

**Examiner: Edward Okyere**