



**CHRISTIAN SERVICE UNIVERSITY COLLEGE**

**KUMASI**

**CSUC SCHOOL OF BUSINESS**

DEPARTMENT OF MANAGEMENT AND GENERAL STUDIES

**BACHELOR OF BUSINESS ADMINISTRATION**

End of First Semester Examinations, 2018/2019 Academic Year

Level 200

Regular/Weekend/ Evening School

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

**LEVEL 300**

**Examination: 10<sup>TH</sup> June**

**Submission 12th June**

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**GENERAL INSTRUCTIONS:**

- This paper consists of four (4) questions in all. You are required to answer only (2) questions in the answer booklet.
- Each question carries twenty (35) marks.
- 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 your work at the designated period.

**Examiner: EDWARD OKYERE**

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. **35marks**
  
2. A. Strategy in human resource is associated with number of concepts. Write brief notes on the following concepts:
  - I. Strategic intent. **3marks**
  - II. Resource-based strategy **3marks**
  - III. Distinctive capabilities **3marks**
  - IV. Strategic management **3marks**
  - V. Strategic capabilities. **3marks**
  - VI. Competitive advantage **3marks**
  - VII. Strategic goals and strategic plan **3marks**
  - VIII. Organisational development **3marks**
  
- 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. **11marks**
  
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. **35marks**

4. **A.** Strategic human resource management employ multi varied strategies in promoting and enhancing the performance of her human resource and organisational sustainability. Name and explain five human resource strategies in such context. **15marks**
- B.** Briefly explain how COVID 19 pandemic has affected human resource strategy in multidivisional and multinational companies **15marks**
- C.** Explain how you will apply the knowledge you have acquired in SHRM to bring a change in your current or future working organisation. **5marks**