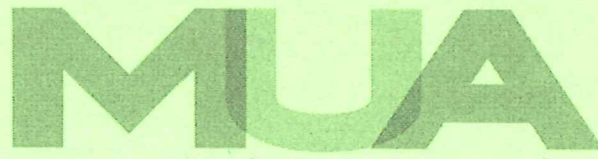


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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP**

HRM 201/HRM 406/HRM 312: STRATEGIC HUMAN RESOURCE  
MANAGEMENT

DATE: 1<sup>ST</sup> AUGUST 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 70

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

**QUESTION ONE**

**Read the case study below carefully and answer the questions that follows**

**THE OBEROI GROUP**

The Oberoi Group is committed to being a fun place to work. Since the service industry faces long working hours, giving people the opportunity to relax and rejoice is very important. The company celebrates many occasions and festivals in their business units and hotels. Promotion of those who excel in their jobs is also a common feature.

In addition, the corporate office hosts two Wellness Weeks each year where employees get together for healthy cooking lessons, salsa dancing, exercise and meditation at work classes among other team activities. As a demonstration of the trust the Group places in its employees and its view of staff as brand ambassadors, the company has instituted an 'Each one, bring one' referral programme, which allows employees to recommend like-minded candidates for opportunities within the Group.

The Oberoi Group's vision clearly articulates its commitment to the environment and the community. As an organisation, it supports social needs and ensures employment from within the local community, uses natural products and recycles items, thus making proper use of diminishing natural resources. The Oberoi employees expressed a desire for greater involvement in Corporate Social Responsibility (CSR) activities, which the organisation has wholly endorsed and encouraged. Each of the Group's hotels participate in a variety of CSR efforts in their local communities, which include planting trees, building schools, volunteering at shelters and clothing and literacy drives. Furthermore, all Oberoi hotels have water harvesting, water recycling and energy efficient technology. The Group is also seriously contemplating wind and solar power as alternative energy sources.

The Oberoi Group is a member of the International Tourism Partnership that looks at everything from sustainable development to youth training, especially in developing countries. In keeping with this and its drive for CSR, the Group piloted a programme for disenfranchised youth without access to education or finances in partnership with

an NGO. In its Mumbai Hotels, these youths were taken into operations for a period of six months, where they shadowed staff and learn life skills that ultimately helped them gain fruitful employment.

**Required:**

- a) Evaluate five features of employee resourcing strategy at Oberoi Group  
(5 marks)
- b) Analyse five practices that Oberoi Group uses in addressing the quality of work life  
(10 marks)
- c) Assess five ways in which Oberoi Group is responding to the changing business environment  
(10 marks)

**QUESTION TWO**

- a) Assess five areas in which an organization might consider developing human resource management strategies  
(10 marks)
- b) Highlight five characteristics of a high performance work system  
(5 marks)

**QUESTION THREE**

- a) Explain five issues that aid the implementation of the Human Resource strategy  
(5 marks)
- b) Examine ten business developments emanating from the drivers of change that have been experienced  
(10 marks)

**QUESTION FOUR**

- a) Using relevant examples, describe the virtual organization structure  
(6 marks)
- b) Evaluate the six stages in strategic review  
(9 marks)

**QUESTION FIVE**

- a) Assess five techniques that managers may use to improve the quality of work life of their employees (10 marks)
- b) Analyse five benefits of cohesive work groups in an organization (5 marks)

**QUESTION SIX**

- a) Explain five consequences that are likely to be suffered by an employee who is involved in whistle blowing (5 marks)
- b) Evaluate the philosophy underpinning the human resource development strategy (10 marks)