



FACULTY OF BUSINESS MANAGEMENT
END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: MBA

YEAR/SEM: YEAR 2/SEMESTER 1

COURSE CODE: MBA 833

NAME: STRATEGIC HUMAN RESOURCE MANAGEMENT MBA

DATE: 2025-04-17

TIME: 2:00-5:00PM

INSTRUCTIONS TO CANDIDATES:

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

DO NOT WRITE ANYTHING ON THE QUESTION PAPER

Section A Section A: Compulsory: (40 marks)

Question 1:

Case Study 2:

Succession Planning at AIRTEL UGANDA

Background: Airtel Telecommunication Company, one of Africa's largest mobile service providers, has expanded rapidly across multiple countries, revolutionizing the telecommunications sector with innovative digital solutions, mobile money services, and competitive pricing strategies. However, its rapid growth has exposed critical gaps in leadership succession planning. Many top executives are set to retire soon, and there is no clear pipeline of successors within the organization. Talented mid-level managers frequently exit the company due to limited career growth opportunities, while external hiring for leadership roles has led to cultural misalignment and strategic disruptions. The HR team is now under pressure to design and implement a reliable succession planning framework that fosters leadership continuity, enhances talent retention, and aligns with the company's aggressive expansion strategy. Without an effective plan, Airtel risks losing institutional knowledge, experiencing operational inefficiencies, and facing challenges in sustaining its market leadership in the highly competitive telecom industry.

Use the case study above to answer the following questions.

- a) Examine the strategic significance of succession planning in an organization like Airtel Telecommunication Company. (10 Marks)
- b) Discuss the key prerequisites necessary for effective succession planning in a multinational organization. (10 Marks)
- c) Assess the potential risks of failing to implement a structured succession plan at Airtel Telecommunication Company. (10 Marks)
- d) Recommend a strategic approach Airtel Telecommunication Company can adopt to develop and retain future leaders. (10 Marks)

Section B Answer any 3 questions (60 marks)

Question 1:

- (a) From an individual perspective, analyze the factors that influence career development. (10 Marks)
- (b) Discuss the role of line managers in supporting employee career development. (10 Marks)

Question 2:

- (a) Explain the importance of knowledge management in enhancing organizational learning. (10 Marks)

(b) Assess how organizations can utilize knowledge management systems for competitive advantage. (10 Marks)

Question 3:

(a) Differentiate between coaching and mentoring, highlighting their respective impacts on employee development. (10 Marks)

(b) Evaluate the key barriers to effective coaching and mentoring in organizations. (10 Marks)

Question 4:

(a) Discuss the impact of internationalization on Human Resource Management practices. (10 Marks)

(b) Analyze the challenges of expatriate development in multinational organizations. (10 Marks)

Question 5:

(a) Assess the key activities involved in the succession planning process. (10 Marks)

(b) Justify the importance of succession planning in ensuring organizational sustainability. (10 Marks)

Question 6:

(a) Explain the process of talent management and its strategic importance in organizations. (10 Marks)

(b) Discuss the major challenges organizations face in implementing effective talent management strategies. (10 Marks)