INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

# FACULTY OF BUSINESS MANAGEMENT

## END OF SEMESTER EXAMINATIONS - APRIL 2025

**PROGRAMME: BHRM**
**YEAR/SEM: YEAR 1/SEMESTER 2**
**COURSE CODE: HRM1201**
**NAME: HUMAN RESOURCE PLANNING**

**DATE:**
**TIME:**

**INSTRUCTIONS TO CANDIDATES:**

## SECTION A

*Section A: Compulsory: (40 marks)*

**Question 1:**

SECTION A: COMPULSORY. (40 MARKS)

Case Study 1: Human Resource Forecasting at BIDCO Uganda

BIDCO Uganda, a leading manufacturer of edible oils and other consumer goods, has been expanding its operations to meet the growing demand in East Africa. The company is introducing new product lines, increasing its production capacity, and venturing into new markets. With this expansion, the HR team must forecast future workforce requirements to ensure that the company has the right skills in place to support its growth. However, external market factors, including economic conditions and competition for skilled labor, make it difficult to predict the future demand for workers. BIDCO is exploring various HR demand forecasting techniques, including statistical models and expert opinions, but struggles with balancing demand and supply factors such as employee turnover, training requirements, and regional labor market dynamics. The company must develop a forecasting model that not only anticipates future needs but also addresses these complexities while ensuring that the workforce remains aligned with organizational objectives.

Use the above case study to answer the following questions

a) Examine the role of HR demand forecasting in ensuring BIDCO Uganda’s workforce supports its expansion strategy. (10 marks)

b) Discuss the techniques BIDCO Uganda can use to improve HR

demand forecasting and minimize forecasting errors. (10 marks)

c) Analyze the factors that influence HR demand forecasting at BIDCO Uganda and how external variables such as market conditions impact the process. (10 marks)

d) Justify how BIDCO Uganda can balance internal talent development with external recruitment to meet future workforce demands. (10 marks)

**Question 2:**

## Case Study 2:

## Corporate Restructuring at Bank of Africa Uganda

Bank of Africa Uganda is undergoing a significant restructuring process to improve its digital banking capabilities and streamline its operations. The bank has introduced a new digital banking platform and made changes to its branch operations, which have led to the reassignment of roles, elimination of redundant positions, and the introduction of new job functions. The restructuring process has caused concern among employees, especially those in affected departments who fear job losses and are skeptical about the impact of automation on their roles. Employee morale has dropped, and resistance to change is growing. Bank of Africa's HR team is tasked with managing this change by implementing a clear communication strategy, offering retraining programs, and ensuring that those affected are reassigned to other roles. The bank faces the challenge of balancing the need for cost reduction through restructuring with the necessity to maintain employee trust and morale during the

transition.

Use the above case study to answer the following questions

a) Examine the factors driving corporate restructuring at Bank of Africa Uganda and their impact on workforce planning. (10 marks)

b) Discuss the challenges associated with workforce realignment during restructuring and propose solutions to address these challenges. (10 marks)

c) Analyze the role of leadership in managing resistance to change during the restructuring process at Bank of Africa Uganda. (10 marks)

d) Justify how Bank of Africa Uganda can ensure that the restructuring process improves organizational efficiency while maintaining employee morale and trust. (10 marks)

## SECTION B

*Answer any 3 questions (60 marks)*

**Question 1:**

1

a) Analyze the significance of aligning HRP with an organization's strategic goals. *(10 marks)*

b) Explain how organizations can effectively estimate future HR requirements to avoid talent shortages. *(10 marks)*

**Question 2:**

2

a) Justify the need for accurate HR demand forecasting in organizations experiencing rapid technological changes. *(10 marks)*

b) Discuss the different techniques used in HR demand forecasting and their applicability in dynamic business environments. *(10 marks)*

**Question 3:**

3

a) Examine the role of internal workforce assessments in HR supply forecasting. *(10 marks)*

b) Discuss the importance of matching HR supply with organizational demand to maintain efficiency. *(10 marks)*

**Question 4:**

4.

a) Analyze the impact of mergers and acquisitions on workforce

planning and organizational stability. *(10 marks)*

b) Discuss the challenges organizations face when implementing downsizing strategies and suggest solutions. *(10 marks)*

**Question 5:**

5.

a) Examine the reasons why organizations undertake restructuring. *(10 marks)*

b) Discuss the structural interventions that organizations can adopt to improve efficiency and competitiveness. *(10 marks)*

**Question 6:**

6.

a) Analyze the prerequisites for effective succession planning in large organizations. *(10 marks)*

b) Justify the importance of succession planning in ensuring leadership continuity and business stability. *(10 marks)*

**Question 7:**

7.

a) Discuss how the review of organizational objectives contributes to shaping the HRP process. *(10 marks)*

b) Examine the role of scenario planning in HRP and how it helps organizations anticipate future HR challenges. *(10 marks)*

**Question 8:**

8.

a) Analyze the advantages and limitations of using quantitative techniques in HR demand forecasting. *(10 marks)*
b) Explain how external factors such as market trends and economic shifts impact HR demand forecasting. *(10 marks)*

**Question 9:**

9.

a) Examine how HR supply forecasting can be used to assess and develop existing employee skills within the organization. *(10 marks)*
b) Discuss the role of external recruitment in matching HR supply with demand in the face of talent shortages. *(10 marks)*

**Question 10:**

10.

a) Explain the impact of HR wastage, particularly labor turnover, on organizational performance and productivity. *(10 marks)*
b) Justify the importance of employee retention strategies in reducing HR wastage and improving organizational effectiveness. *(10 marks)*

**Question 11:**

11.

a) Discuss how resistance to change can impact the effectiveness of HRP and propose ways to overcome this challenge. *(10 marks)*
b) Examine the role of HR professionals in addressing the barriers to effective HRP. *(10 marks)*

**Question 12:**

12.

a) Analyze the link between succession planning and leadership development programs in ensuring organizational success. *(10 marks)*

b) Discuss the challenges organizations face when implementing succession planning and propose strategies to address them. *(10 marks)*