INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: BHRM
YEAR/SEM: YEAR 3/SEMESTER 1
COURSE CODE: HRM 3201
NAME: STRATEGIC HUMAN RESOURCE MANAGEMENT

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Compulsory: 40 marks

Question 1:

SECTION A: COMPULSORY (40 MARKS)

CASE STUDY 1:

Talent Management and Development at Jubilee Insurance

Jubilee Insurance, one of the leading insurance providers in East Africa, is facing a growing challenge in retaining top talent and nurturing leadership within the organization. Despite having structured training programs, high-potential employees are leaving for competitors, citing limited career growth opportunities, lack of internal promotions, and inadequate succession planning. A recent internal survey revealed that many employees feel disengaged due to unclear career development paths and misalignment between their skills and job responsibilities. This has led to decreased motivation and overall productivity. Additionally, the company's talent pipeline for leadership roles is weak, making it difficult to fill critical positions when senior executives exit. To counter these challenges, Jubilee Insurance's HR team is considering a strategic overhaul of its talent management framework by introducing mentorship programs, leadership acceleration initiatives, and a digital learning platform for personalized employee development. However, questions remain on how to effectively implement these strategies while ensuring alignment with the company's long-term business goals.

From the above case study, answer the following questions

a) Analyze the key talent retention challenges faced by Jubilee

Insurance and propose strategic HR solutions that can enhance career development and employee engagement. (10 marks)

b) How can Jubilee Insurance create a sustainable leadership pipeline? (10 marks)

c) Discuss the potential risks of failing to align employee skills with job responsibilities. (10 marks)

d) Examine the impact of digital learning platforms on talent development at Jubilee Insurance Company (10 marks)

Question 2:

CASE STUDY 2:

Organizational Culture and Change Management at USAID

USAID, a global leader in international development, has embarked on a major digital transformation initiative to improve efficiency and transparency in project management. A new digital system has been introduced to streamline processes, enhance data accuracy, and increase operational effectiveness across its global offices. However, the transition has sparked widespread resistance among employees, particularly those who have relied on traditional workflows for years. Many staff members feel that the change was imposed with minimal consultation, inadequate training, and limited support, leading to frustration and decreased morale. Some senior employees, fearing redundancy, have openly opposed the shift, creating a divide between management and staff. HR is now at the center of managing this transition, ensuring that employees adapt to the change while maintaining productivity. Strategies under consideration include

targeted change communication, participatory decision-making, training workshops, and leadership-driven culture transformation. However, HR must find the right balance between enforcing change and addressing employee concerns to prevent long-term resistance and disengagement.

From the above the above questions

a) Examine the key reasons behind employee resistance to digital transformation at USAID. (10 marks)

b) Analyze the role of HR in shaping an adaptable and innovation-driven organizational culture.(10 marks)

c) Evaluate the effectiveness of communication and employee involvement in successful change management. (10 marks)

d) Discuss the risks of failing to manage change effectively. (10 marks)

SECTION B

Answer any 3 questions (60 marks)

Question 1:

1. (a) Analyze the implications of misalignment between HR strategies and organizational strategies. (10 marks)
   (b) Evaluate the effectiveness of the Best Fit and Best Practice models in shaping HR policies that drive business performance. Use relevant organizational examples. (10 marks)

Question 2:

2. (a) Critically assess the challenges organizations face in implementing strategic workforce planning. (10 marks)
   (b) Examine how data analytics can be utilized to predict future workforce needs and improve talent acquisition strategies. (10 marks)

Question 3:

2. (a) Analyze how a weak employer brand can affect an organization's ability to attract and retain top talent. (10 marks)
   (b) Discuss the role of social media and digital recruitment platforms in shaping employer branding strategies. (10 marks)

Question 4:

4. (a) Justify the need for proactive succession planning in today’s volatile business environment. (10 marks)
   (b) Examine the risks of poor succession planning in organizations, citing real-world examples where leadership gaps have negatively impacted performance. (10 marks)

Question 5:

(a) Critically analyze the role of SHRM in fostering a culture of innovation. (10 marks)

(b) Evaluate the impact of continuous employee development programs on organizational sustainability. Support your argument with relevant industry cases. (10 marks)

Question 6:

6. (a) Assess the effectiveness of traditional performance management systems in a dynamic work environment. (10 marks)

   (b) Propose a performance management model that balances individual employee growth with organizational success. (10 marks)

Question 7:

6. (a) How can organizations design compensation strategies that drive high performance? (10 marks)

   (b) Analyze the relationship between non-monetary rewards and employee motivation. (10 marks)

Question 8:

8. (a) Examine the role of HR in shaping a resilient organizational culture during disruptive business transformations. (10 marks)

   (b) Propose a change management framework that HR can use to address employee resistance in a restructuring exercise. (10 marks)

Question 9:

8. (a) Analyze why cultural misalignment can derail organizational change initiatives.(10 marks)
   (b) Evaluate the effectiveness of HR-led interventions in managing transformational change. (10 marks)

Question 10:

10. (a) Discuss the impact of cross-cultural differences on team performance in multinational corporations. (10 marks)
    (b) Assess the role of global mobility programs in talent development and knowledge transfer across international branches. (10 marks)

Question 11:

10. (a) Analyze the strategic importance of expatriate management in multinational companies. (10 marks)
    (b) Evaluate the effectiveness of repatriation programs in retaining and utilizing expatriate knowledge upon their return. (10 marks)

Question 12:

12. (a) Critically assess the impact of digital transformation on HR's role in managing remote and hybrid teams (10 marks) .

    (b) How can HR ensure inclusivity and engagement in virtual workspaces? (10 marks)