INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

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:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Section A: Compulsory: (40 marks)

Question 1:

SECTION A: COMPUSORY (40 MARKS)

CASE STUDY 1:

Strategic Human Resource Development in a Changing Business Environment

Background: Standard Chartered Bank, a leading global financial institution, operates in an industry undergoing rapid transformation due to digital banking innovations, regulatory shifts, and evolving customer expectations. Traditionally, the bank's HRD strategy focused on compliance training and basic skill development. However, the increasing reliance on fintech solutions, artificial intelligence, and data analytics has necessitated a more strategic approach to HRD. To remain competitive, the bank has introduced leadership development programs, digital learning platforms, and career progression frameworks aligned with its long-term strategic objectives. Despite these efforts, significant challenges persist, including resistance from senior managers, lack of integration with business strategy, and difficulties in fostering a learning culture that supports continuous development and innovation. As the bank navigates these challenges, it must ensure that its SHRD initiatives are not only aligned with business goals but also responsive to industry disruptions and workforce expectations.

From the above case study, answer the following questions

a) Analyze the strategic importance of HRD in organizations like Standard Chartered Bank, considering the changing business environment. (10 Marks)

b) Evaluate the key challenges Standard Chartered Bank faces in implementing Strategic HRD initiatives. (10 Marks)

c) Justify the role of leadership and organizational culture in enhancing the effectiveness of SHRD. (10 Marks)

d) Propose strategic HRD initiatives that could help Standard Chartered Bank adapt to the dynamic business environment. (10 Marks)

Question 2:

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) Examine the major drivers of change in the business environment and their impact on business strategy. (10 Marks)

(b) Discuss the strategic responses organizations can adopt to manage a dynamic business environment. (10 Marks)

Question 2:

(a) Explain the key characteristics of Strategic Human Resource Development (SHRD) that differentiate it from traditional HRD. (10 Marks)

(b) Analyze the relationship between business strategy and SHRD. (10 Marks)

Question 3:

(a) Discuss the various levels of organizational learning and their significance in building a knowledge-based organization. (10 Marks)

(b) Evaluate the conditions necessary for fostering effective organizational learning. (10 Marks)

Question 4:

(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)

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) 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 7:

(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 8:

(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 9:

(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 10:

(a) Discuss the role of HR professionals in aligning talent management strategies with business objectives. (10 Marks)

(b) Examine the effectiveness of digital platforms in managing

talent acquisition and retention. (10 Marks)

Question 11:

(a) Justify the need for organizational support systems in career development. (10 Marks)

(b) Analyze the effectiveness of career counseling programs in employee development. (10 Marks)

Question 12:

(a) Evaluate the role of business leaders in driving an organization’s strategic HRD agenda. (10 Marks)

(b) Discuss how digital transformation is reshaping HRD strategies in modern organizations. (10 Marks)