INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - AUGUST 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

Section A is compulsory and carries 40 marks

Question 1:

Case Study 1: Talent Management at Esha Foods

Scenario:

Esha Foods is renowned for its strategic human resource practices, particularly in talent management. The company emphasizes stringent selection processes to hire individuals who fit both the skills requirements and cultural values of Esha. Esha invests heavily in employee development and succession planning to maintain competitive advantage and foster innovation.

Questions:

a) Explain what talent management entails and why it is critically important for an innovative company like Esha. **(6 marks)**

b) Discuss how Esha 's selection process contributes to effective talent management and organizational culture alignment. **(7 marks)**

c) Describe how ongoing employee training and upskilling support Esha ’s business goals. **(6 marks)**

d) Explain the role of succession planning in minimizing disruptions and ensuring continuity within Esha. **(5 marks)**

e) Identify two challenges Esha may face in implementing talent management strategies and suggest solutions. **(8 marks)**

f) If you were a talent manager at Esha, describe three strategies you would use to retain top talent and motivate employees. **(8 marks)**

Question 2:

Case Study 2: Traditional HR vs Strategic Human Resource Management (SHRM) at Runners Paradise

Scenario:

Runners Paradise, a running equipment manufacturer, recently acquired Kigo-Walkers, a smaller clothing design firm that previously had no formal HR strategy. Following the merger, Runners Paradise aims to integrate strategic HRM practices to improve performance and employee relations, moving beyond traditional administrative HR roles.

Questions:

a) Differentiate between traditional human resource management and strategic human resource management. **(6 marks)**

b) Explain why Runners Paradise should adopt SHRM approaches following the acquisition of Kigo-Walkers. **(7 marks)**

c) Identify two key challenges in integrating Kigo-Walkers' employees and HR practices into Runners Paradise's strategic framework. **(6 marks)**

d) Discuss how Runners Paradise can manage cultural differences between the two companies as part of its SHRM efforts. **(5 marks)**

e) Explain why effective communication is critical during the merger and how it supports successful SHRM implementation. **(8 marks)**

f) As an HR manager, propose three strategic HR initiatives you would implement to align Kigo-Walkers' workforce with the goals of Runners Paradise. **(8 marks)**

SECTION B

Choose any three questions. Each questions carries 20 marks

Question 1:

A) Define Strategic Human Resource Management (SHRM) and explain its importance in achieving organizational objectives. (8 marks)
B) Discuss how SHRM differs from traditional HRM with examples. (12 marks)

Question 2:

A) Describe the key components of a strategic HRM approach in an organization. (10 marks)
B) Analyze why aligning HR strategies with business strategies is critical for organizational success. (10 marks)

Question 3:

A) Define talent management and identify its key components in SHRM. (8 marks)
B) Discuss how effective talent management contributes to competitive advantage. Provide examples. (12 marks)

Question 4:

A) Explain the importance of succession planning within talent management. (8 marks)
B) Critically evaluate two talent retention strategies that organizations can use in a highly competitive market. (12 marks)

Question 5:

A) What is an HR audit and what are its main objectives? (8 marks)
B) Describe the steps involved in conducting a comprehensive HR audit in an organization. (12 marks)

Question 6:

A) Analyze the benefits and limitations of conducting HR audits. (10 marks)
B) Discuss how the results of an HR audit can be used to improve HR strategies and organizational performance. (10 marks)

Question 7:

A) Identify and briefly explain three current strategic HR trends impacting organizations globally. (8 marks)
B) Discuss how digital transformation influences strategic HR management in contemporary organizations. (12 marks)

Question 8:

A) Describe the main international staffing approaches used in multinational companies. (8 marks)
B) Discuss the strategic challenges involved in managing expatriates across different cultural contexts. (12 marks)

Question 9:

A) Identify three major strategic HR issues organizations face today. (8 marks)
B) Discuss how strategic HR managers can address workforce diversity as a strategic issue. (12 marks)

Question 10:

A) Explain the impact of legal and ethical considerations on strategic HR policies. (8 marks)
B) Analyze the implications of talent shortages on organizational strategy and suggest mitigation measures. (12 marks)

Question 11:

A) Define Human Resource Management (HRM) and explain its key functions. (8 marks)
B) Discuss how HRM supports organizational strategy through effective employee management. (12 marks)

Question 12:

A) Compare and contrast the roles of HR managers in operational and strategic HRM. (8 marks)
B) Evaluate how HRM practices can positively influence employee engagement and organizational performance. (12 marks)