INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - AUGUST 2025

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

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

This section presents a detailed case study designed to assess your ability to apply key concepts of political theory to real-world or hypothetical scenarios. Carefully read the case and respond to the accompanying short essay questions. Your answers should demonstrate a clear understanding of theoretical principles, critical analysis, and the ability to connect theory with practice. All questions in this section are compulsory. This section accounts for 40% of the total examination marks.

Question 1:

Strategic Human Resource Planning in Uganda: A Pathway to Institutional Efficiency and National Development

Strategic workforce planning, commonly referred to as Human Resource Planning (HRP), constitutes a critical organizational function that aligns human capital with institutional objectives. In the context of Uganda's dynamic socio-economic environment, HRP is increasingly perceived not merely as an administrative function, but as a strategic imperative (Armstrong & Taylor, 2020). Public institutions such as the Uganda Revenue Authority (URA) and the Kampala Capital City Authority (KCCA) have integrated HRP into their operational frameworks to enhance organizational efficiency, build institutional resilience, and meet rising public service expectations (Government of Uganda [GoU], 2020). For instance, KCCA faces the challenge of managing the complex realities of Kampala's urban expansion, which necessitates a systematic and strategic deployment of human resources (KCCA, 2022). Similarly, URA continuously adjusts its workforce capabilities to optimize domestic revenue mobilization (URA, 2023). In both public and private sectors, HRP has proven instrumental in achieving cost-effectiveness, reducing workforce-related risks, and ensuring sustainable service delivery (Ulrich et al., 2017).

The HRP process encompasses a series of interdependent stages: forecasting human resource demand, conducting a gap analysis, designing intervention strategies, and executing and evaluating these strategies (Wright & McMahan, 2011). Evidence from Uganda reveals a mixed level of institutional maturity in applying these processes. Agencies like URA have demonstrated significant progress in institutionalizing forecasting tools and leadership development

programs (URA, 2023). However, widespread challenges persist, particularly among local governments and line ministries, many of which lack robust human resource data systems and analytical capacity (Public Service Commission [PSC], 2021). This deficiency results in inefficient staffing practices and impairs the overall delivery of public services. Furthermore, youth unemployment remains a salient national concern, aggravated by a disconnect between the education system and labor market requirements (ILO, 2022). HRP offers a strategic mechanism to mitigate this misalignment through targeted recruitment, training, and workforce development strategies. National frameworks such as the National Employment Policy (MoGLSD, 2011) and the Skilling Uganda Strategy (Ministry of Education and Sports [MoES], 2012) highlight the importance of institutional collaboration in enhancing youth employability, with HRP playing a complementary role in facilitating structured entry points into the workforce.

Despite the strategic importance of HRP, several systemic and institutional challenges constrain its effective implementation in Uganda. Among these are underdeveloped Human Resource Information Systems (HRIS), inadequate succession planning frameworks, political interference in recruitment and deployment processes, and the limited application of digital HR tools, particularly in the public sector (PSC, 2021; World Bank, 2020). These challenges collectively undermine the integrity and effectiveness of HR planning efforts. A coherent reform strategy is thus necessary to enhance HRP outcomes. Such a strategy should include investing in integrated and interoperable HRMIS to support data-driven decision-making, safeguarding the autonomy of HR functions to curb political patronage, institutionalizing succession planning within performance evaluation systems, and strengthening academia-industry linkages to ensure curriculum alignment with labor market demands (ILO, 2022; GoU, 2020).

Notable successes from the private sector offer instructive lessons for broader application. MTN Uganda, for example, has adopted a proactive approach to HRP by integrating workforce analytics, digital HR platforms, and continuous professional development into its

organizational culture (MTN Uganda, 2021). This has yielded significant outcomes in employee retention, adaptability to market changes, and leadership development. The company's strategic use of technology and alignment of HR functions with overall corporate goals underscores the benefits of data-informed planning and institutional commitment. Public sector organizations can replicate such practices by adopting HR analytics, prioritizing leadership continuity, and embedding HRP into broader strategic planning processes (Ulrich et al., 2017).

Looking ahead, HRP will be pivotal in Uganda's pursuit of long-term development targets such as Vision 2040 and the Third National Development Plan (NDPIII) (National Planning Authority [NPA], 2020). As the country navigates structural transformations, including rapid population growth, urbanization, and the expansion of emerging sectors such as ICT, green energy, and digital finance, workforce preparedness becomes paramount. The introduction of platforms like the Integrated Personnel and Payroll System (IPPS) and the proposed government-wide HRMIS mark significant steps toward digital transformation in public sector HRP (World Bank, 2020). Nevertheless, institutionalizing HRP across all sectors will require sustained investment in capacity building, data infrastructure, and performance monitoring systems. In conclusion, while Uganda has made significant policy and technological strides in HRP, further progress depends on addressing current structural barriers. With strategic reforms, Uganda can harness HRP as a catalyst for inclusive economic development, institutional resilience, and labor market responsiveness.

Question: One

1) Discuss the strategic importance of Human Resource Planning (HRP) in Uganda's public sector institutions, using examples such as URA and KCCA

[10 Marks]

2) Identify and analyze the key challenges facing the implementation of HRP in Uganda. What reforms are necessary to overcome these obstacles?

[10 Marks]

3) a) Evaluate the role of Human Resource Planning in addressing youth unemployment in Uganda. How can institutions align their HR strategies with national employment initiatives?

b) Using MTN Uganda as a case study, explain how private sector practices in HRP can inform reforms in the public sector

[20 Marks]

Question 2:

Strategic Human Capital Management in Uganda: Unlocking Institutional Effectiveness and National Prosperity

Strategic Human Resource Planning (HRP), also known as workforce planning, plays a vital role in aligning an organization's human capital with its strategic vision. In Uganda's evolving political, economic, and demographic context, HRP is increasingly being adopted not as a routine administrative function but as a driver of institutional transformation and national development (Armstrong & Taylor, 2020). Agencies such as the Uganda Revenue Authority (URA) and Kampala Capital City Authority (KCCA) have incorporated HRP into their strategic frameworks to optimize staffing, boost efficiency, and respond to rising citizen expectations (Government of Uganda [GoU], 2020). For example, KCCA is tasked with navigating Kampala's expanding urban complexities, necessitating a systematic deployment of technical, managerial, and frontline personnel (KCCA, 2022). Likewise, URA must continually adapt its workforce to enhance domestic revenue mobilization and reduce dependency on external aid (URA, 2023).

HRP follows a structured process that includes workforce forecasting, gap analysis, strategy formulation, and implementation with continuous monitoring (Wright & McMahan, 2011). In Uganda, application of these stages varies across institutions. URA has made notable progress in embedding predictive workforce planning tools and leadership development programs into its human capital agenda (URA, 2023). However, many ministries and local governments still grapple with weak data infrastructure, limited analytical capacity, and reactive staffing practices (Public Service Commission [PSC], 2021). These limitations undermine service delivery and often result in mismatches between institutional needs and available talent.

HRP is also central to tackling Uganda's high youth unemployment, which is exacerbated by the disconnect between educational outputs and labor market demands (ILO, 2022). Through strategic planning, institutions can design workforce entry points that align with

vocational skills, internship pipelines, and government employment programs. National policies such as the National Employment Policy (2011) and the Skilling Uganda Strategy (2012) emphasize the need for coordinated interventions that align HR development with real-world opportunities (MoGLSD, 2011; MoES, 2012). HRP, when applied effectively, complements these initiatives by ensuring that institutional staffing strategies are responsive to broader socio-economic goals.

Nevertheless, multiple barriers continue to hinder effective HRP implementation. These include the lack of integrated Human Resource Information Systems (HRIS), fragmented succession planning, politicization of recruitment processes, and low adoption of digital tools across government entities (PSC, 2021; World Bank, 2020). These systemic challenges dilute the strategic potential of HRP, making reforms essential. A comprehensive HRP reform agenda must therefore prioritize investment in interoperable HRMIS, autonomy of HR departments to minimize political interference, and the institutionalization of succession planning frameworks. Moreover, stronger partnerships between academia, industry, and government are needed to align educational curricula with evolving labor market requirements (ILO, 2022; GoU, 2020).

Private sector experiences offer critical insights. MTN Uganda, a leading telecom firm, exemplifies how data-driven HRP, digital innovation, and employee development strategies can drive performance and institutional adaptability (MTN Uganda, 2021). MTN has successfully implemented workforce analytics, performance-linked learning, and succession pipelines, enabling it to remain competitive amid technological disruptions. Public institutions can emulate such practices by leveraging HR technology, embedding planning within strategic functions, and fostering leadership continuity (Ulrich et al., 2017).

Looking forward, HRP will be indispensable to Uganda’s

transformation ambitions, particularly as articulated in Vision 2040 and the Third National Development Plan (NDPIII) (NPA, 2020). The country's demographic youth bulge, rapid urbanization, and transition to knowledge-based industries—including digital finance, renewable energy, and smart agriculture—demand agile and forward-looking human resource systems. The rollout of platforms like the Integrated Personnel and Payroll System (IPPS) and the proposed government-wide HRMIS are promising, but their effectiveness will depend on sustained funding, training, and institutional commitment (World Bank, 2020).

In conclusion, Uganda's capacity to achieve equitable and sustainable development depends on its ability to institutionalize HRP as a core pillar of governance. By addressing structural bottlenecks and fostering innovation in HR management, Uganda can build resilient institutions, reduce unemployment, and empower a new generation of skilled workers to drive national transformation.

Question: One

1) Discuss the strategic importance of Human Resource Planning (HRP) in Uganda's public sector institutions, using examples such as URA and KCCA.

[10 Marks]

2) Identify and analyze the key challenges facing the implementation of HRP in Uganda. What reforms are necessary to overcome these obstacles?

[10 Marks]

Evaluate the role of Human Resource Planning in addressing youth unemployment in Uganda. How can institutions align their HR strategies with national employment initiatives?

[10 Marks]

Using MTN Uganda as a case study, explain how private sector practices in HRP can inform reforms in the public sector.

[10 Marks]

Question 3:

Critically examine the risks and opportunities of poor alignment between HRP and institutional goals [5 Marks].

Discuss the role of HRP in managing workforce transitions during organizational restructuring or downsizing [5 Mark].

Reflecting on the course content so far, discuss the interrelationships among forecasting, job analysis, and HR strategy formulation[5 Mark].

Critically evaluate quantitative and qualitative techniques used to address HR supply-demand gaps[5 Mark].

Question 4:

a) Examine the key internal and external factors influencing workforce planning decisions and analyze how HR professionals integrate these factors during the human resource planning process [5 Marks]

b) Evaluate the major challenges hindering effective succession planning within Uganda's public sector institutions and suggest practical strategies to overcome them

[5 Marks]

c) Discuss the risks associated with weak alignment between human resource planning and overall organizational objectives and analyze potential opportunities that can arise from improving this strategic fit [5 Marks]

d) Critically analyze the consequences of inadequate human resource planning on the success of organizational mergers and its impact on employee morale, citing relevant examples from public or private sector experiences [5 Marks]

SECTION B

This section consists of a range of essay questions covering key themes and thinkers in political theory. You are required to select and answer any three questions. Each response should be well-structured, clearly argued, and demonstrate a sound understanding of relevant political concepts, ideologies, or philosophical perspectives. Support your answers with appropriate examples and references where applicable. This section is designed to assess your analytical skills, theoretical knowledge, and ability to construct coherent academic arguments.

Question 1:

a) Define Human Resource Planning (HRP) and explain its relevance to modern organizations, especially in the public sector of Uganda

[5 Marks]

b) Differentiate between HR demand and supply forecasting. Why is supply forecasting critical for succession and talent planning?

[5 Marks]

c) Discuss the key components of an effective HRP process and how these contribute to organizational performance **[10 Marks]**

Question 2:

a) Explain how environmental scanning influences HR planning decisions, with examples from Uganda's public and private sectors

[10 Marks]

b) Explain the role of job analysis in HR planning and describe how it contributes to job design and workforce efficiency

[10 marks]

Question 3:

a) Evaluate the role of career planning in enhancing employee retention and organizational productivity

[5 Marks]

b) Using a case of a growing enterprise, describe how inaccurate

demand forecasting can affect organizational performance

[5 Marks]

c) Identify challenges that organizations in Uganda face in forecasting internal supply of labor and suggest mitigation strategies

[5 Marks]

d) Assess the barriers to integrating HRP into strategic planning processes in developing countries **[5 Marks]**

Question 4:

a) With relevant examples, analyze how poor HR planning can negatively impact merger outcomes and employee morale

[5 Marks].

b) Analyze the internal and external workforce factors that HR professionals must consider during the HRP process **[**10 Marks].

c) Assess the barriers to effective succession planning in Uganda's public institutions and propose solutions **[5 Marks]**.

Question 5:

a) Critically examine the risks and opportunities of poor alignment between HRP and institutional goals **[5 Marks]**.

b) Discuss the role of HRP in managing workforce transitions during organizational restructuring or downsizing **[5 Marks]**.

c) Reflecting on the course content so far, discuss the interrelationships among forecasting, job analysis, and HR strategy formulation

[5 Marks].

d) Critically evaluate quantitative and qualitative techniques used to address HR supply-demand gaps [5 Marks].

Question 6:

a) Critically evaluate quantitative and qualitative techniques used to address HR supply-demand gaps [**5 Marks].**

b) Evaluate the contribution of Human Resource Information Systems (HRIS) in facilitating data-driven HR planning **[5 Marks].**

c) Analyze the process of aligning human resource strategies with overall organizational objectives **[5 Marks].**

d) Assess the significance of gap analysis in workforce planning and restructuring efforts **[5 Marks].**

Question 7:

a) Assess the significance of gap analysis in workforce planning and restructuring efforts **[5 Marks].**

b) Examine the legal and ethical considerations that must guide HR planning in the Ugandan context, particularly in relation to equity and diversity

[5 Marks].

c) Discuss the importance of succession planning in organizational continuity and leadership development

[5 Marks].

d) Assess the strengths and limitations of methods used in forecasting HR demand

[5 Marks].

Question 8:

a) Discuss the importance of succession planning in organizational continuity and leadership development

[5 Marks]

b) Assess the strengths and limitations of methods used in forecasting HR demand

[5 Marks]

c) Critically assess how talent development strategies can be aligned with workforce planning for long-term institutional growth

[5 Marks]

d) Evaluate how HRP supports the achievement of organizational strategic goals and long-term sustainability **[5 Marks]**

Question 9:

a) Define Human Resource Planning (HRP) and explain its relevance to modern organizations, especially in the public sector of Uganda

[5 Marks]

b) Differentiate between HR demand and supply forecasting. Why is supply forecasting critical for succession and talent planning?

[5 Marks]

c) Discuss the key components of an effective HRP process and how these contribute to organizational performance

[5 Marks]

d) Explain how environmental scanning influences HR planning decisions, with examples from Uganda's public and private sectors

[5 Marks]

Question 10:

a) Explain the role of job analysis in HR planning and describe how it contributes to job design and workforce efficiency **[5 Marks]**

b) Evaluate the role of career planning in enhancing employee retention and organizational productivity **[5 Marks]**

c) Using a case of a growing enterprise, describe how inaccurate demand forecasting can affect organizational performance

[5 Marks]

d) Identify challenges that organizations in Uganda face in forecasting internal supply of labor and suggest mitigation strategies

[5 Marks]

Question 11:

a) Evaluate how HRP supports the achievement of organizational strategic goals and long-term sustainability **[5 Marks]**

b) Critically analyze the consequences of inadequate human resource planning on the success of organizational mergers and its impact on employee morale, citing relevant examples from public or private

sector experiences **[5 Marks]**

c) Examine the key internal and external factors influencing workforce planning decisions and analyze how HR professionals integrate these factors during the human resource planning process

[5 Marks]

d) Evaluate the major challenges hindering effective succession planning within Uganda's public sector institutions and suggest practical strategies to overcome them **[5 Marks]**

Question 12:

a) Differentiate between HR demand and supply forecasting and evaluate why accurate supply forecasting is essential for succession and talent planning. Use examples from Ugandan organizations to support your discussion **[10 Marks]**

b) Explain the role of environmental scanning and job analysis in the HR planning process. How do these two elements influence HR decisions and contribute to efficient job design and workforce optimization? Provide relevant examples from Uganda's public or private sectors **[10 Marks]**