INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 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 is compulsory and carries 40 marks. Answer all questions in Section A

Question 1:

Simba Solutions is a software development company based in a Kampala. The company prides itself on innovation, agility, and attracting top talent. Over the past year, Simba Solutions has faced challenges in retaining high-performing employees due to competitive salary packages and limited non-monetary incentives offered by competitors.

In response, the HR leadership decided to review and redesign the company's reward management strategy to better motivate employees and sustain organizational growth. They aim to develop a comprehensive reward system that balances financial incentives with non-financial benefits such as career development, recognition, and work-life balance.

Current Challenges:

- High turnover among software developers and project managers.
- Employee dissatisfaction with limited recognition programs.
- Difficulty attracting new talent in a competitive market.
- A need for aligning rewards with organizational goals like innovation and customer satisfaction.

Recent Initiatives:

- Introduced performance-based bonuses tied to project success.
- Launched a peer-recognition platform.
- Piloted flexible working arrangements.
- Conducted employee surveys to understand preferences for rewards and benefits.

Questions:

1. What are the potential strengths and weaknesses of the current reward system at Simba solutions? (10 marks)

2. Propose a comprehensive reward management strategy for Simba solutions that addresses both financial and non-financial incentives. (10 marks)

3. Discuss how Simba solutions can ensure fairness and transparency in its reward practices to foster trust and motivation among employees. (10 marks)

4. What challenges might arise in question 3 above and how can they be managed? (10

marks)

Question 2:

Britex is a mid-sized company specializing in eco-friendly appliances. Over the past year, the company has struggled with inconsistent employee performance and a lack of clear accountability. Management has received feedback that employees are unsure about performance expectations, and managers feel ill-equipped to deliver constructive feedback effectively.

In response, Britex has decided to overhaul its performance management system to better align individual performance with organizational goals, foster a culture of continuous improvement, and enhance employee engagement.

Current Challenges:

- Vague performance expectations leading to inconsistent appraisals.
- Limited ongoing feedback and coaching.
- Low employee motivation and engagement.
- Misalignment between individual goals and company objectives.

Recent Initiatives:

- Implemented a new performance appraisal process with clearer KPIs.
- Introduced quarterly feedback sessions rather than annual reviews.
- Trained managers in coaching and feedback techniques.
- Developed a performance dashboard using HR analytics tools to track progress.

Questions:

1. What gaps or issues can you identify that might hinder the success of Britex? (10 marks)
2. Recommend an integrated performance management strategy for Britex that promotes continuous development and aligns employee efforts with organizational goals. (10 marks)
3. What steps can Britex take to make sure all employees understand what is expected of them in their roles? (10 marks)
4. How can Britex motivate employees to perform better and stay engaged with their work? (10 marks)

SECTION B

There are SIX (6) questions in Section B; Answer any THREE (3) questions. Each question in Section B carries 20 marks.

Question 1:

Write short notes:

a) Coaching (5 marks)

b) Mentoring (5 marks)

c) Consulting (5 marks)

d) Counseling (5 marks)

Question 2:

a) Write down the benefits of mentoring and coaching to the three categories in the table below:

i. Coachee/Mentee (5 marks)

ii. Coach/Mentor (5 marks)

iii. Organization (5 marks)

b) Briefly explain some of the practical situations when coaching can be applied at your organization or one that you're familiar with (5 marks).

Question 3:

a) Describe the role of HR in organizational strategy formulation. (10 marks)

b) Imagine you are an HR manager in a startup. How would you align HR functions with the company's strategic goals? Illustrate with examples. (10 marks)

Question 4:

a) Examine what you understand by employees' strategic Human resource training and development in an Organization. **(5 marks)**

b) Assuming you are requested to carry out strategic HR training employees in your organization identify and explain the methods you would use in this exercise. **(15 marks)**

Question 5:

a) Carry out a SWOT analysis (Strength, Weaknesses, Opportunities

and Threats) on the Organisation where you're currently employed or one that you're familiar with? **(10 marks)**

b) What recommendations would you make to the Organisation based on your analysis? **(10 marks)**

Question 6:

a) Highlight the key differences between traditional HRM and SHRM. (10 marks)

b) Evaluate the impact of shifting from traditional HRM to SHRM in a manufacturing firm undergoing digital transformation. (10 marks)

Question 7:

a) Explain some of the main barriers to effective diversity management. (10 marks)

b) Imagine you are leading HR in a global firm. Design a diversity management strategy that addresses cultural differences and promotes inclusion. (10 marks)

Question 8:

a) Identify diversity challenges faced by global firms. (10 marks)

b) Using a real-world example, evaluate how a multinational organization successfully manages diversity challenges. (10 marks)

Question 9:

a) Explain the scope of a performance management strategy. (7 marks)

b) Analyze the potential challenges in implementing a new performance management system and suggest solutions. (13 marks)

Question 10:

a) Define downsizing and discuss its strategic rationale. (5 marks)

b) Analyze how an organization can execute downsizing ethically and sustain employee morale, using a recent case as an example (15 marks)

Question 11:

Design a career development program for high-potential employees in a multinational corporation. (20 marks)

Question 12:

a) Discuss why HR is considered a strategic partn

b) Analyze how strategic HR practices can influence organizational innovation and change initiatives. (15 marks)