



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: 2025-04-22

TIME: 9:00AM-12:00PM

INSTRUCTIONS TO CANDIDATES:

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

DO NOT WRITE ANYTHING ON THE QUESTION PAPER

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)

Section B Answer any 3 questions (60 marks)

Question 1:

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 2:

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 3:

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 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:

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 6:

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)