



PAN AFRICA CHRISTIAN UNIVERSITY

**DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL
LEADERSHIP**

END OF SEMESTER EXAMINATION

**DEPARTMENT
LEADERSHIP**

**COURSE CODE
POLB 800**

**COURSE TITLE
HUMAN RESOURCE DEVELOPMENT (POLB800)**

**EXAM DATE
DECEMBER 2025**

**TIME
1800 TO 2100 HOURS**

Duration: 3 hours

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer Question One (Compulsory) and any other two questions (**Total 20 Marks**)

Question One (Compulsory)

Read the following passage and answer Question One.

Case Study: Strategic HRM and Organizational Transformation at Kenatco PLC

Kenatco PLC is a multinational agribusiness firm operating in 15 African and Asian countries. The company has recently embarked on a major transformation strategy to respond to global market pressures, sustainability expectations, and the need for digital integration in its supply chain. The CEO has emphasized “people as the core of transformation” and has restructured the HR department into three strategic units:

- Talent and Capability Development
- Employee Experience and Engagement
- Governance, Ethics and Compliance

However, internal surveys reveal employee anxiety over job security, cultural tensions between legacy and new staff, and perceptions that HR’s new strategic role is distancing it from everyday employee concerns. The HR Director has asked for an independent evaluation of how HRM can effectively drive the transformation while maintaining employee trust and organizational cohesion.

Required

- a) Critically evaluate how Strategic Human Resource Management (SHRM) can be aligned with Kenatco PLC’s transformation strategy. (6 Marks)
- b) From a change management perspective, discuss how HR can address employee anxiety, cultural tensions, and perceptions of detachment during the transformation. (4 Marks)

Question Two

“Contemporary organizations are under increasing scrutiny to demonstrate not only profitability but also ethical integrity.”

Evaluate how HR can integrate ethical leadership into organizational culture and practices. (5 Marks)

Question Three

“In an era defined by borderless talent markets and rapid technological disruption, traditional HR functions are being reimagined.”

Discuss how the combined effect of globalization and digitalization are reshaping HR roles in 21st-century organizations. (5 Marks)

Question Four

Every worker is five minutes away from handing in his or her notice, and 150 working hours away from walking out of the door to a better offer (Reed, 2011). Evaluate this assertion in view of contemporary employee retention challenges. (5 marks)

Question Five

Training and development when well conducted have proved to be of great importance in solving most of the organizations' skills deficit challenges. Discuss various factors that may render a conducted training ineffective (5 marks)