GARISSA UNIVERSITY COLLEGE

(A Constituent College of Moi University)

UNIVERSITY EXAMINATION 2016/2017 ACADEMIC YEAR <u>THREE</u> <u>SECOND</u> SEMESTER EXAMINATION

<u>SUPPLEMENTARY/SPECIAL EXAMINATION</u>

SCHOOL OF BUSINESS AND ECONOMICS

FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT

COURSE CODE: BBM 361

COURSE TITLE: HUMAN RESOURCING

EXAMINATION DURATION: 3 HOURS

DATE: 27/09/17   **TIME: 2.00-5.00 PM**

INSTRUCTION TO CANDIDATES

- **The examination has SIX (6) questions**

- **Question ONE (1) is COMPULSORY**

- **Choose any other THREE (3) questions from the remaining FIVE (5) questions**

- **Use sketch diagrams to illustrate your answer whenever necessary**

- **Do not carry mobile phones or any other written materials in examination room**

- **Do not write on this paper**

This paper consists of THREE (3) printed pages   *please turn over*

QUESTION ONE (COMPULSORY)

Read the case and answer the questions that follow:

Al -Habib Investment Company limited designs and manufactures electrical and electronic products. The company is located in Nairobi and has a work force of 200 persons. The company employs people of diverse background. The majority of employees are assembly staff, technicians, engineers and administrative staff. The organization has a distinctive approach to ensuring that all managers are in tune with the organization's vision, mission statement and objectives. The company desires to drive and develop process excellence, expand globally, to strengthen its financial position and strengthen its people resourcing and management processes.

The workforce was very stable within the first five years with low employee turnover of 2%. However, in recent years the turnover has risen to 20% per annum. It was also noted that the company work plan is not implemented within the stipulated time frame leading to under performance. The company sales volume drastically declined leading to profit erosion. The top management has recognized that there is a problem that needs to be addressed urgently. The company is exposed to environmental factors, such as increasing political and economic insecurity and aggressive competitors. There was a rumor that the recruitment process was flawed because of nepotism, favoritism, corruption, etc. The HR Manager recommended to the Board the need to undertake strategic review of people resourcing processes in the company.

Requirement:

(a) Explain the concept of strategic human resourcing **[2 marks]**

(b) Outline reasons for high employee turnover in the organization **[5 marks]**

(c) Discuss tools you would use to measure employee turnover in the organization. **[6 marks]**

(d) Discuss how you would address the problem of high labour turnover **[6 marks]**

(e) Explain three main reasons why organizations engaged in workforce planning. **[6 marks]**

QUESTION TWO

(a) Discuss the recruitment and selection process of personnel **[10 marks]**

(b) Explain factors that affect retention of employees in an organization **[5 marks]**

QUESTION THREE

(a) Highlight the criteria required for an effective human resource strategy **[5 marks]**

(b) Discuss any five (5) components of strategic employee resourcing **[10 marks]**

QUESTION FOUR

(a) Define talent management **[2 marks]**

(b) Explain the stages of career life cycle of an employee in an organization **[4 marks]**

(c) Describe the process of talent management **[9 marks]**

QUESTION FIVE

(a) Short-term absence from place of work is a common problem in most of the organizations.

Discuss how to minimize this phenomenon **[5 marks]**

(b) Distinguish the following terms in relation to human resourcing; **[10 marks]**

      i.   Business planning and Scenario planning

      ii.   Ratio-trend analysis and Demand forecasting

     iii.   Job description and job specification

     iv.   Employee value proposition and employer brand

     v.   Career planning and management succession planning

QUESTION SIX

(a) Explain five imperatives to win the 'war for managerial talent **[5 marks]**

(b) Discuss five important areas that internal supply analysis should cover **[10 marks]**