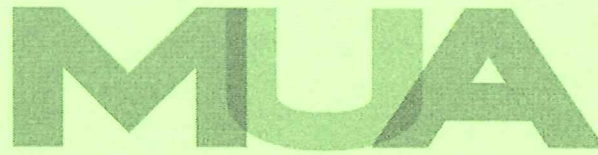


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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

HRM 403: ADVANCED HUMAN RESOURCE MANAGEMENT

DATE: 30TH JULY 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

Looking ahead, the landscape of strategic human resource planning is poised to undergo transformative shifts driven by evolving technologies, changing work dynamics, and emerging workforce trends. As organizations continue to adapt to the demands of the future, several key trends are expected to shape the trajectory of strategic human resource planning.

One significant trend is the increasing integration of data analytics and Artificial Intelligent in HR processes. The ability to gather and analyze vast amounts of employee data can provide valuable insights into performance, engagement, and skill gaps. This data-driven approach enables organizations to make informed decisions about talent acquisition, development and retention.

The rise of a remote and hybrid workforce is also reshaping HR strategies. The COVID-19 pandemic accelerated the adoption of remote work, prompting organizations to rethink traditional work models. As remote and hybrid work become more commonplace, strategic human resource **planning will need to address** challenges related to employee engagement, collaboration, and performance management in a digital environment.

Upskilling and reskilling are becoming critical components of HR strategies. Technological advancements are rapidly reshaping job roles and skill requirements. To remain competitive, organizations will need to invest in continuous learning initiatives that enable employees to acquire new skills and adapt to changing job demands.

Furthermore diversity, equity, and inclusion (DEI) will continue to be at the forefront of strategic human resource planning. As companies recognize the value of diverse perspectives, efforts to create inclusive work environments and address systemic biases will shape HR practices.

The future of strategic human resource planning holds a dynamic landscape shaped by technological advancements, changing work dynamics, and evolving workforce expectations. By leveraging data analytics, adapting to remote work trends, prioritizing upskilling, and advancing diversity and inclusion efforts, organizations can navigate these trends to build agile and resilient workforces poised for success in the years to come.

As the business landscape continues to evolve, strategic human resource planning remains a cornerstone of success for top American companies. The case studies of industry giants like Apple, Amazon, Google, and Microsoft illustrate how **effective human resource planning** can lead to innovation, growth, and sustained **excellence**. By aligning workforce strategies with overarching business goals, these

companies have showcased the transformative power of strategic HR planning. As we look ahead, it is clear that businesses that prioritize this approach will be better equipped to navigate the challenges of the future while fostering a thriving, motivated workforce that drives success on all fronts.

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Required:

- a) From the case study above, analyze five roles that diversity plays in Human Resource Planning. **(10 marks)**
- b) Discuss four ways how Human Resource planning will benefit companies from the case study above **(8 Marks)**
- c) From the case study above, examine ways in which data analytics is crucial in Human Resource Planning **(7 marks)**

QUESTION TWO

- a) Failure to update job specifications can result in a flood of applicants who are unqualified to perform one or more functions of the job. Illustrate eight ways how Job analysis can be used. **(8 Marks)**
- b) Discuss seven legal aspects of job specifications **(7 marks)**

QUESTION THREE

- a) Interviews are very important in the recruitment process. Assess ten Interview guidelines that will help to make the interviews successful. **(10 Marks)**
- b) Discuss five Objectives of Human Resource Management **(5 Marks)**

QUESTION FOUR

- a) Organizations of excellence should seek to emulate similar qualities of excellence when reflecting on the quality of their performance appraisal processes and systems. Discuss eight expectations of an effective performance management system. (8 marks)
- b) Analyze seven things management need to put in place in order for employee training and development to be successful. (7 marks)

QUESTION FIVE

- a) Evaluate four selection tools the Human Resource Management Department use during the recruitment process. (8 Marks)
- b) Discuss eight trends in strategic human resource management that Management professionals are increasingly faced with (7 Marks)

QUESTION SIX

- a) A procedure for the employee to discuss disagreement during appraisal should be established. Discuss five options for dealing with disagreements about performance appraisals. (10 marks)
- b) Assess five common rating errors (5 marks)