



POST GRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF MASTER OF BUSINESS ADMINISTRATION

HCO 506: HUMAN CAPITAL RESOURCING

DATE: 3RD AUGUST 2026

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE is compulsory**.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 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:

TALENT STORM AT SAVANNAH TECH SOLUTIONS

Savannah Tech Solutions, a premier software development firm based in Nairobi, has experienced an unprecedented 40% growth in its client portfolio over the last eighteen months. While this expansion has brought significant revenue, it has also strained the existing workforce, leading to burnout and a noticeable decline in software delivery quality. The Chief Executive Officer has noted that the current word-of-mouth hiring approach is no longer sustainable for a company of this magnitude. Employees have begun expressing frustration through anonymous surveys, citing that their daily tasks are poorly defined and often overlap with other departments. There is a growing sense of confusion regarding who is responsible for specific project milestones, which has stalled several critical Pan-African contracts.

In response to these internal pressures, the Human Resource department has been tasked with a complete overhaul of the talent acquisition and role-definition framework. Recent recruitment drives were criticized by the board for being gut-feeling exercises rather than data-driven selections. Several high-level engineers hired last quarter left within six months, claiming the job they were doing was entirely different from what was discussed during their informal interviews. This high turnover has cost the company millions in lost training time and recruitment agency fees. The Board of Directors now demands a more scientific and transparent approach to how people are brought into the organization and how their roles are structured.

Adding to the complexity, a local labor union recently flagged Savannah Tech for a perceived lack of diversity in its senior management and technical leads. They allege that the selection process inherently favors candidates from specific elite backgrounds, creating an echo chamber that stifles innovation. The HR Manager must now prove that the company is committed to meritocracy and objective hiring. There is an

urgent need to implement systems that remove human bias and ensure that every candidate is measured against the same rigorous standards. The goal is to build a workforce that is not only technically gifted but also culturally aligned with the firm's long-term vision.

As the newly appointed Human Capital Resourcing Consultant, you have been invited to a strategy meeting with the Executive Committee. Your mandate is to present a roadmap that addresses the lack of role clarity and the inconsistencies in candidate evaluation. The committee expects a solution that bridges the gap between current chaotic practices and global best practices in HR management. You are required to demonstrate how systematic job analysis and structured selection frameworks will stabilize the organization. This plan will serve as the blueprint for Savannah Tech's transition into a mature, professionally managed corporate entity.

The success of this intervention will determine whether Savannah Tech can maintain its competitive edge in the volatile African tech market. Failure to reform the resourcing process could lead to further talent flight and the eventual loss of key international stakeholders. You must balance the need for speed in hiring with the necessity of thoroughness and fairness. The board is looking for a comprehensive, evidence-based proposal that can be implemented immediately across all regional branches. Your expertise in human capital resourcing is the primary tool available to steer the company back toward sustainable growth and operational excellence.

Required:

- a)** As the lead consultant, propose a multi-faceted candidate assessment framework for Savannah Tech that integrates five distinct selection techniques to ensure both technical proficiency and long-term organizational effectiveness. **(10 Marks)**
- b)** Analyze the current role ambiguity within the engineering teams and demonstrate how the institutionalization of five core outputs of a systematic job analysis will clarify performance expectations. **(10 Marks)**

(10 Marks)

- c) The board is concerned about recent allegations of partiality; construct a procedural roadmap featuring five equity-focused strategies to safeguard the integrity and objectivity of all future talent acquisition cycles. **(10 Marks)**

QUESTION TWO

Strategic Sourcing

Sahara Logistics Group is a regional freight giant facing a critical shortage of specialized heavy-machinery operators across its West African hubs. The HR department is currently operating on a severely restricted budget due to rising fuel costs, yet they must fill these technical vacancies within thirty days to meet seasonal demand. The leadership is torn between promoting internal junior staff who lack specific certifications or spending on expensive international head-hunters to find ready-to-work professionals.

Required:

- a) Given the budgetary constraints and the niche nature of the logistics sector, formulate a recruitment strategy by weighing five critical environmental and organizational variables that will dictate your choice of sourcing channels.

**(10
Marks)**

- b) Reflecting on the long-term vision of Sahara Logistics, explain how a proactive human resource planning model serves as a strategic catalyst for achieving the firm's regional expansion targets through five specific contributions. **(5 Marks)**

QUESTION THREE

Re-engineering Work at Cape Precision Engineering

At Cape Precision Engineering in South Africa, the move toward automated assembly lines has left many long-term employees feeling like

cogs in a machine. Morale has plummeted as workers report that their tasks have become repetitive, devoid of challenge, and isolated from the final product's success. The plant manager is worried that this lack of engagement will lead to an increase in safety incidents and a decline in overall work effectiveness.

Required:

- a)** To combat the current decline in employee morale, redesign the production roles by integrating five contemporary principles of job design to enhance work effectiveness and personal growth for the staff. **(5 Marks)**
- b)** Investigate five significant ways in which a robust human resource planning framework would have mitigated the current dissatisfaction at Cape Precision by aligning workforce capabilities with the new automated objectives. **(10 Marks)**

QUESTION FOUR

Talent Calibration at Unity Global Health

Unity Global Health, an international NGO, is establishing a new regional headquarters in Addis Ababa and requires a team of highly specialized public health experts. Because these roles involve high-stakes community intervention, the selection process must be incredibly rigorous, ensuring that candidates possess both the hard scientific skills and the soft cultural intelligence required for field work. The mission's success depends entirely on the caliber of the first fifty employees hired during this startup phase.

Required:

- a)** For the Addis Ababa regional hub, develop a comprehensive selection matrix that utilizes five specific methodologies to ensure that the chosen specialists possess the requisite technical expertise and a deep alignment with the NGO's core values. **(10 Marks)**

- b)** Critically map out a standardized five-stage selection journey for Unity Global Health, justifying why each phase is indispensable for filtering the highest Caliber of international development professionals.

(5 Marks)