

The
Management
University
of Africa



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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF BUSINESS ADMINISTRATION

HCO 506: HUMAN CAPITAL RESOURCING

DATE: 3RD APRIL 2024

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:

HORIZON SOLUTIONS LIMITED

Horizon Solutions Ltd is a leading technology solutions company based in Nairobi, Kenya. The company specializes in providing innovative software solutions to clients across various industries. With a strong focus on talent acquisition and building a high-performing workforce, Horizon Solutions Ltd has developed effective recruitment and selection practices. This case study explores the approaches, importance, sources, selection process, and methods employed by the company in its recruitment and selection processes.

Horizon Solutions Ltd adopts a comprehensive approach to recruitment and selection, combining both traditional and modern methods. The company utilizes a combination of internal and external recruitment to attract a diverse pool of candidates. Internal recruitment involves considering existing employees for job vacancies, providing opportunities for growth and career progression within the organization. External recruitment strategies include advertising job openings on relevant job portals, social media platforms, and collaborating with recruitment agencies to reach a wider talent pool.

Recruitment and selection are crucial for Horizon Solutions Ltd due to the following reasons. Firstly, effective recruitment and selection processes ensure the company can attract and hire qualified individuals who possess the necessary skills and competencies required for specific roles. This helps in maintaining a high level of performance and productivity within the organization. Additionally, recruitment and selection play a vital role in promoting diversity and inclusion, ensuring a mix of perspectives and experiences within the workforce. Furthermore, strategic recruitment and selection practices contribute to employee satisfaction and retention, reducing turnover rates and associated costs.

Horizon Solutions Ltd utilizes both internal and external sources of recruitment. Internal sources involve identifying and considering existing employees for job vacancies, which encourages career growth and increases employee loyalty. External sources include various methods such as online job portals, social media platforms, professional networks, and recruitment agencies. The company maintains a strong

employer brand and actively engages with potential candidates through these external sources to attract a diverse range of talent.

Horizon Solutions Ltd follows a rigorous selection process to identify the most suitable candidates. The process typically involves multiple stages, including screening of resumes, conducting interviews, and administering assessment tests. The company emphasizes the alignment of candidates' qualifications, skills, and experiences with the job requirements. The selection process is designed to assess not only technical competencies but also cultural fit, potential for growth, and alignment with the company's values.

Horizon Solutions Ltd employs various selection methods to evaluate candidates effectively. These methods include structured interviews, behavioral interviews, technical assessments, group discussions, and reference checks. Structured interviews ensure consistency by using a predetermined set of questions, enabling a fair and objective evaluation of candidates. Behavioral interviews focus on past experiences and behavior patterns to assess candidates' skills, abilities, and fit with the organization's culture. Technical assessments test candidates' proficiency in specific technical areas relevant to the job role.

Required;

- a) Describe to the Management of Horizon Solutions Ltd how utilize innovative and unconventional methods in their recruitment and selection processes to effectively enhance their talent acquisition strategy. (10 Marks)
- b) Propose how Horizon Solutions Ltd can creatively leverage five unique sources of recruitment externally to attract a highly diverse and exceptional pool of candidates for their talent acquisition needs. (5 Marks)
- c) Explore transformative and forward-thinking selection process that can be employed by Horizon Solutions Ltd. that goes beyond traditional methods to effectively identify and assess the most qualified candidates for their organization. (10 Marks)
- d) Elaborate distinctive selection methods that can be leveraged by Horizon Solutions Ltd. To creatively exploit candidates' qualifications, skills, and cultural alignment to ensure a comprehensive evaluation process. (5 Marks)

QUESTION TWO

- a) Assessing how human resource planning can enhance organizational objectives, demonstrate five significant contributions that align with current research and industry best practices. **(10 Marks)**
- b) Critically evaluate the essential products of job analysis, considering their theoretical foundations, practical applications, and significance in contemporary organizational. **(5 Marks)**

QUESTION THREE

- a) Describe in detail the comprehensive strategies that organizations can employ into addressing potential biases, promoting diversity and inclusion, and enhancing the overall validity and reliability of the selection process. **(5 Marks)**
- b) Discuss innovative factors that organizations should critically consider when strategically choosing the most appropriate recruitment method to effectively meet their unique organizational needs. **(10 Marks)**

QUESTION FOUR

- a) Compare and contrast the following approaches and critically evaluating their applicability in an organization. **(7 Marks)**
- i. Job Rotation
 - ii. Job Enrichment
 - iii. Job Enlargement
- b) Describe, in a systematic and detailed manner, the phases involved in analyzing the current manpower inventory and forecasting labor demand and supply within an organization, demonstrating a comprehensive understanding of the theoretical foundations, practical considerations, and industry best practices associated with workforce planning. **(8 Marks)**