



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

HCO 506: HUMAN CAPITAL RESOURCING

DATE: 2ND APRIL 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:

NAVIGATING GROWTH AND HR CHALLENGES

Innovatech Solutions, a once-small Kenyan tech startup, has grown into a formidable player in the East African fintech space. Its groundbreaking partnership with a major regional bank has secured a five-year contract to develop and maintain a new mobile banking platform, propelling the company into a rapid expansion phase. The board has tasked the leadership with a crucial objective: to ensure this growth is not only sustainable but also strategically sound, with plans to increase the workforce by 40% within the next 18 months.

Despite this monumental success, Innovatech is grappling with significant human resource challenges. The company's original, informal approach to staffing is no longer effective. Management is finding it difficult to fill new, specialized technical roles, such as software engineers and cybersecurity experts, which has led to costly project delays. The company also faces a high rate of employee turnover, particularly among new hires who feel disconnected from the company's long-term vision. The existing HR team has been reactive, only hiring when a position becomes vacant, without a clear, forward-looking plan to support the company's ambitious growth trajectory.

The recruitment process at Innovatech is a key area of concern. It primarily relies on reactive job board postings and personal referrals, which has resulted in a narrow talent pool that often lacks the diverse skills needed for the new strategic direction. This ad-hoc approach has created a lengthy and uncoordinated process from application to offer, causing many top candidates to accept offers from competitors. The leadership has recognized that this current method is a weak link, failing to attract and secure the right talent at the right time.

Internally, many of Innovatech's long-serving employees, particularly in the software development teams, are experiencing burnout and low morale. Their roles are narrowly defined and repetitive, offering little opportunity for professional growth or the application of new skills. The rigid job descriptions, which were effective during the startup phase, are now hindering innovation and cross-functional collaboration. Management is concerned that this stagnation is impacting overall productivity and the company's ability to remain competitive. To address these critical issues, the board has hired Ms. Lulu Mwadime, a seasoned HR professional, as the new Human Resource Director. Her mandate is to revolutionize the company's human capital strategy. She understands that the successful execution of the bank contract hinges on having the right people with the right skills in the right roles.

Ms. Mwadime's initial assessment reveals a deep need to formalize and professionalize every HR function, starting with strategic planning, recruitment, and organizational design. She is now faced with the monumental task of transforming Innovatech's HR function from a reactive, administrative unit to a proactive, strategic partner. Her success will depend on her ability to implement structured, modern HR practices that not only fill immediate vacancies but also cultivate a workforce that is engaged, motivated, and equipped to drive the company's long-term success.

Required:

a) Based on the case study of Innovatech Solutions, describe the key steps involved in the Human Resource Planning (HRP) process and justify why a thorough execution of these steps is necessary for the successful implementation of the company's new HR strategy.

(10 Marks)

b) Based on the case study of Innovatech Solutions, critically analyze the process of recruitment as a foundational activity in the organization's

human capital resourcing strategy.

(10 Marks)

- c) Based on the case study of Innovatech Solutions, explain the concept of job design and describe how the principles of job enlargement, job rotation, and job enrichment contribute to increasing employee motivation and productivity within the company.

(10 marks)

QUESTION TWO

- a) Describe the concept of "induction" and the purpose of the three main types of induction programs.

(5 Marks)

- b) Critically evaluate the assertion that job analysis is the cornerstone of all human resource functions and synthesize how the information collected during job analysis supports key HR functions.

(10 Marks)

QUESTION THREE

- a) Critically evaluate the assertion that Human Resource Planning (HRP) is a decision-making process essential for an organization's strategic success and how HRP functions directly impacts a firm's ability to achieve its business objectives.

(10

Marks)

- b) Critically evaluate the distinct roles of a job description and a job specification as products of job analysis, justifying despite being complementary, serve different purposes and are essential for effective recruitment, placement, and performance management within an organization.

(5 Marks)

QUESTION FOUR

- a)** Explain three major challenges that can hinder the successful implementation of Human Resource Planning (HRP) within an organization. For each challenge, justify why it poses a significant obstacle to effective HRP and propose a strategic solution to overcome it. **(5 Mark)**
- b)** Discuss the roles and purposes of the different types of selection interviews used in the employee resourcing process, and how they help assess a candidate's suitability for a role to ensure effective placement and retention. **(10 Marks)**