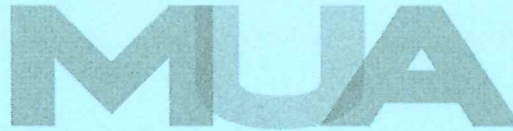


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**POST GRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

**DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

**HCO 506: HUMAN CAPITAL RESOURCING**

**DATE: 5<sup>TH</sup> AUGUST 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:

**STRATEGIC HR PRACTICES**

Main-flow Factory, a dynamic organization in Nairobi, exemplifies the strategic importance of human resource planning in achieving organizational objectives. Anticipating future talent needs is a cornerstone of their human resource planning strategy. The company constantly evaluates its workforce, identifying skills gaps and potential areas of expertise required for future projects and innovations. This proactive approach ensures that Main-flow Factory is well-prepared for the evolving demands of the industry.

Efficient resource allocation is another key benefit derived from Main-flow Factory's human resource planning efforts. By understanding the current and future needs of each department, the organization optimally allocates resources, avoiding overstaffing or shortages. This streamlined approach enhances operational efficiency and contributes to overall cost-effectiveness. Succession planning is critical for Main-flow Factory, and human resource planning plays a pivotal role in this aspect. Through meticulous analysis, the organization identifies key positions and potential talent gaps that may arise due to retirements, resignations, or promotions. This foresight allows the company to groom and prepare internal talent for leadership roles, ensuring a smooth transition and continuity in organizational effectiveness.

In the dynamic business environment, Main-flow Factory recognizes the importance of supporting change management. Human resource planning helps the organization identify the skills and competencies required to navigate and adapt to organizational change initiatives successfully. This ensures that the workforce is equipped to embrace innovation and drive the company's strategic goals. Employee engagement and retention are at the forefront of Main-flow Factory's priorities, and human resource planning is instrumental in achieving these objectives. By addressing employees' career aspirations, growth opportunities, and development needs, the organization fosters a positive work environment. This, in turn, contributes to enhanced employee engagement and lower turnover rates.

Turning to recruitment policies, Main-flow Factory understands the critical conditions necessary for a robust policy. The organization aligns its recruitment strategy with its objectives, ensuring that the recruitment process is tailored to meet the changing needs of the organization. Moreover, the policy emphasizes long-term employment opportunities and seeks candidates whose qualities align with the specific job requirements, promoting a harmonious and productive work culture. Job analysis is a fundamental practice at Main-flow Factory, producing valuable insights that drive various HR functions. The products of job analysis, such as detailed job descriptions and specifications, guide the recruitment process. Additionally, the data collected informs the development of training and development programs, ensuring employees acquire the necessary skills for their roles. The insights garnered from job analysis are also utilized in performance appraisal systems, contributing to continuous improvement and development.

In the interview process at Main-flow Factory, a subsidiary of Main-flow Factory, the organization follows a meticulous set of steps. These include reviewing background information, preparing a question plan, creating a conducive environment, and conducting the interview. This structured approach ensures that the organization selects candidates who not only possess the required skills but also align with the company's values and culture. Main-flow Factory exemplifies the strategic integration of human resource management practices to achieve organizational excellence, from effective human resource planning to recruitment policies and job analysis methodologies. The organization's commitment to these principles reflects its dedication to fostering a dynamic, engaged, and innovative workforce.

**Required;**

- a) Within the strategic framework of Main-flow Factory, elucidate the five significant contributions of human resource planning towards achieving organizational objectives. (10 Marks)
- b) In the context of Main-flow Factory's talent acquisition strategies, critically analyze the five essential conditions necessary for formulating a robust recruitment policy. (5 Marks)

- c) Describe, with emphasis on Main-flow Factory's talent management practices and workforce management strategies, the five integral components of job analysis. (10 Marks)
- d) Highlight the structured steps involved in a comprehensive assessment of the interview process at Main-flow Factory. (5 Marks)

### QUESTION TWO

- a) Discuss the five-step selection process used to identify the most suitable candidates within an organization, providing detailed insights into each step. (10 Marks)
- b) Critically analyze the five principles that underpin job design within a modern organization, emphasizing their significance. (5 Marks)

### QUESTION THREE

- a) Elucidate five selection methods that organizations can utilize to evaluate candidates' qualifications, skills, and cultural fit, providing a comprehensive analysis. (5 Marks)
- b) State and explain the sequential steps entailed in conducting a job analysis within an organization to comprehensively understanding job roles and responsibilities. (10 marks)

### QUESTION FOUR

- a) Describe five methods through which organizations can guarantee a fair and unbiased selection process. (5 Marks)
- b) Evaluate five internal sources of recruitment, emphasizing their strengths and potential challenges within organizational. (10 Marks)