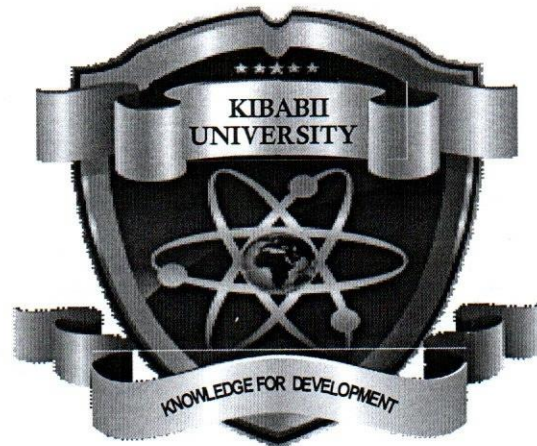


# KIBABII UNIVERSITY



**UNIVERSITY EXAMINATIONS  
2015/2016 ACADEMIC YEAR  
FIRST YEAR FIRST SEMESTER**

**FOR THE MASTER OF SCIENCE IN HUMAN  
RESOURCE MANANAGEMENT**

**COURSE CODE: HRM 802**

**COURSE TITLE: EMPLOYEE RESOURCING**

**DATE: 5<sup>th</sup> MAY 2016**

**TIME: 9.00AM**

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## **INSTRUCTIONS TO CANDIDATES**

Answer question **ONE** (compulsory) and any other **THREE** questions

## **INSTRUCTIONS**

**Answer question one which is compulsory and any other three questions**

### **QUESTION ONE**

**Read the case study below and answer questions that follow.**

Over the past several years, a number of highly-skilled and trained police officers have left the Altamonte Springs Police Department; it was not known whether these employees left for "greater opportunities elsewhere" or concerns about "nowhere to go". Information was gathered on former employees in hopes of identifying the reasons "why" they left. The data was analyzed and it was learned that a majority cited personal reasons or obtained employment with other police agencies. It was interesting to note that a high percentage of these officers had three years or less experience. This writer decided to examine the merits of a Career Development Program for the Kimilili Police Station, not only to address the employee retention issue, but also to provide a framework for current and future employees to follow throughout their career with this agency. This research will examine the career development process and focus on those methods and techniques that have been successfully used by organizations in establishing Career Development Programs. This will also provide a framework from which a Career Development Program can be developed for the Kimilili Police Station.

Several key indicators pointing toward the need for a Career Development Program are turnover, employee complaints, lack of promotable talent, etc. For the purpose of this study, the focus is on employee turnover of police officers at the Kimilili Police Station. Data was obtained from 100 police officers who had resigned for the period ranging from October 1983 to April 1995. With the exception of two former officers, the reasons given for leaving were obtained by reviewing personnel files or speaking with former supervisors. Next, an extensive literature review was conducted into the historical and theoretical basis of Career Development Programs. The historical perspective included a review of both the private and public sector. Several existing Career Development Programs in large organizations were examined. The theoretical basis explored a number of motivational and organizational theories, as well as, other driving forces for Career Development Programs, including workforce changes, nature of employee motivation, managerial styles and technology. Additionally, components of a Career Development Program were explored.

It was also observed that Career Development Programs have evolved because of changes in the workforce (work-life balance, diversity, focus on quality), advances in management theory (employee motivation), changes in managerial styles and the increasing complexity of technology. It is these contemporary trends which have fostered the growth of Career Development Programs.

- (a) How could the scope of employee resourcing like staffing, performance, administration and change management be used to address these career development issues? **(12 marks)**
- (b) Enumerate and explain the reasons that led to high employee turnover in Kimilili Police Station? **(8 marks)**
- (c) What were the relevance of this study as far as career development is concerned **(4 marks)**  
How did the following changes affect Career Development Programs?  
i). Workforce (work-life balance, diversity, focus on quality) **(4 marks)**  
ii). Advances in management theory (employee motivation) **(4 marks)**  
iii). Changes in managerial styles **(4 marks)**  
iv). Increasing complexity of technology **(4 marks)**

### **QUESTION TWO**

- a) As a Human Resource Management Consultant you have been invited by the Training Manager of Mumias Sugar Company Ltd to give a speech on the changing business environment. Outline the **Five** key points that will be contained in your speech **(10 marks)**
- b) Recruitment and Selection are core areas of human resource management but are frequently discussed in a prescriptive manner.  
(i) Why are some recruitment channels more popular than others? **(5 marks)**  
(ii) Outline some of the most cost-effective recruitment and selection methods **(5 marks)**

### **QUESTION TWO**

- (a) Itemise and briefly explain any **Four** Changes in ER in context and the course framework **(12 marks)**
- (b) Critically analyse **Four** major changes in career patterns and career development issues over the last few years in any organization of your choice **(8 marks)**.

### **QUESTION THREE**

- (a) Briefly describe the **Three** Approaches to Employee Resourcing **(12 marks)**
- (b) Examine and briefly explain the **Four Factors** that can influence resourcing activities of an organisation **(8 marks)**.

#### QUESTION FOUR

- i). Makuto is an organization that has experienced high levels of staff turnover and stagnating levels of productivity. You have been given the task of convincing the Board of Directors that the organization should address some of these problems through people resourcing initiatives. Clearly outline **five people resourcing initiatives** to the Board of Directors **(10 Marks)**.
- ii). It is argued that, "while delivering an effective HR plan, carrying out job analysis and maintaining high levels of employee commitment are desirable aims for the modern HR function, the achievement of maximum flexibility is an essential aim." Given the contemporary business environment, outline to what extent do you agree with this statement and why? **(10 Marks)**

#### QUESTION FIVE

- i). Many organizations are faced with the problem of retaining employees. It is expensive to replace employees who leave for greener pastures or are lured away by other organizations. In this respect underscore the role that career development can play in an organisation that is experiencing high employee turnover. **(10 marks)**
- ii). People resourcing is the range of activities undertaken to ensure that the organisation has the resources required to meet its key goals. Briefly explain the contributions employee resourcing (ER) to the strategic management of Kibabii University situated in Bungoma County **(10 marks)**

#### QUESTION SIX

Write brief notes on any **five** of the following key concepts in Employee Resourcing: **(20 marks)**

- a) Human Capital Management
- b) Globalisation
- c) Workforce Diversity
- d) Informatisation
- e) Talent Management
- f) Performance appraisal
- g) Contingency-based paradigm