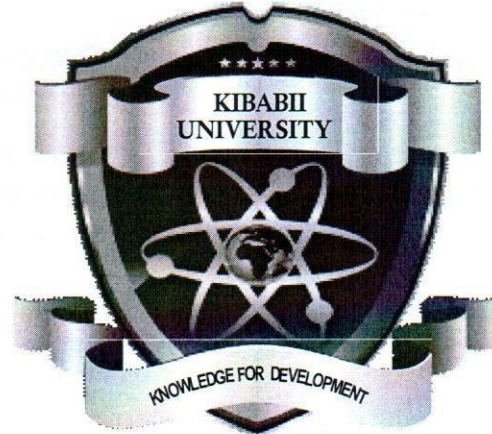


KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS 2020/2021 ACADEMIC YEAR FIRST YEAR FIRST SEMESTER

MAIN EXAMINATION

FOR THE DEGREE OF MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

COURSE CODE: HRM 802

COURSE TITLE: EMPLOYEE RESOURCING

DATE: 04/08/2021

TIME: 9.00AM-12.00PM

INSTRUCTION TO CANDIDATES

- 1) Answer question **ONE** (Compulsory) and **ANY OTHER THREE** Questions
- 2) Candidates must hand in their answer booklets to the invigilator while in the examination room.
- 3) Credit is given for legibility, clarity and use of relevant examples
- 4) Question **ONE** is **40 marks** while question **2-5** carry **20 marks** each.
- 5) Clearly write your **Registration Number** on each answer sheet used

TIME:3 Hours

KIBU observes **ZERO** tolerance to examination cheating

QUESTION ONE (30 MARKS.)

a) Read the following COVID 19 report then answer the questions that follow.

While there is now a great deal of discussion concerning the impact of Covid-19 on and implications for working practices and human resource management (HRM), much of the content and comment on these topics tends to be of a general nature, offering observations and/or guidance that seek to define what a 'new normal' might be. In Australia, through a survey of and interviews with managers and others with people management responsibility, ongoing research has highlighted some important outcomes.

First, while the majority of industries have been negatively affected by Covid-19, particular industries and sectors have been affected positively. For example, in Australia, amidst some reports of negative impact, many respondents from healthcare and social assistance, public administration, finance and insurance and mining have reported a positive impact. As would be expected, the majority of our respondents so far have moved to remote working, but most have not made positions redundant and have worked to retain staff without using government subsidies. In some sectors, some additional hiring has been undertaken while in most, hiring freezes have been put in place.

Second, while many commentators are predicting an increase in remote working in the future, this is not at all clear from our responses up to now. As we would expect, organisations are reviewing the effectiveness of remote working almost on a daily basis, but many are yet to make any commitment to long-term remote working. It appears that organisations do not yet know how remote working is affecting performance and productivity, which is hardly surprising given that most are using it for the first time.

Third, respondents are highlighting some key issues across a range of people management topics as they work to deal with changing working practices. Overall, the general sense is that people management is having to become more agile and more responsive as a consequence of the changed situation. In particular, respondents have mentioned the need to differentiate between compliance that is required in the Australian context (for example, the importance of compliance to changing legal circumstances) and compliance with internal policies and procedures that can be side-stepped to provide greater agility and flexibility. This balancing act will not be relevant to all national contexts where the law relating to employment matters can be ignored or side-stepped.

Fourth, it is also apparent from our study that employee well-being and safety is of crucial importance. The move to remote working does not suit everyone and even in Australia, where a full lockdown has never been implemented, psychological well-being and safety is an issue. The elements involved in this are obviously many. Not only will individuals respond to the demands of remote working differently, but the home context will also be specifically important in influencing well-being and safety, for example, in relation to spatial arrangements and family demands. These aspects of employee welfare

create the need for different and new areas of HR expertise to be applied in organisations.

Fifth, respondents have highlighted some employee behaviours and actions that they recognise as having been helpful in business continuity. For example, employee willingness to collaborate with each other and with human resource professionals and departments in making changes, and employee willingness to be flexible and adaptable; complying with necessary changes to safety measures and; a willingness to learn and upskill quickly.

Required :

- i. How has COVID 19 pandemic affected workforce planning globally (10MKS)
- ii. What has been the effect of COVID 19 on career management in organizations? (10MKS)
- iii. How can talent management contribute to organizational development especially during and after COVID 19 pandemic (5MKS)
- iv. Explain the role of knowledge management during and after COVID 19 pandemic. (5MKS)

b) Make short notes on the following .

- i. Talent management (2MKS)
- ii. Career management (2MKS)
- iii. Workforce planning (2 MKS)
- iv. Performance management models (2 MKS)
- v. Human capital (2 MKS)

QUESTION TWO (20 MARKS)

- a) Webuye Foods Ltd has of recent years been reporting high employee turnovers. Recommend how they can implement a working talent management plan to avoid losing more employees. (10 MKS)
- b) What are the principles guiding performance management in organizations? (5MKS)
- c) Performance management is cyclic in nature. Discuss (5MKS)

QUESTION THREE (20 MARKS)

- a) The aim of employee resourcing is to ensure that a firm improves its productivity. Outline some of the factors that may influence organizational human resources not to achieve the above aim. (10MKS)
- b) What are the objectives of conducting performance appraisal in organizations (5MKS)
- c) Discuss some of the career development strategies that a growth-oriented enterprise may apply (5MKS)

QUESTION FOUR (20 MARKS)

- a) Employee resourcing strategies play a significant role in achieving organizational goals. Discuss the various employee resourcing strategies applicable in corporate organizations. (10 MKS)
- b) Human capital significantly contributes towards organizational performance. Discuss some of the strategic investments an organization can put in place to develop their human capital. (5MKS)
- c) What are some of the challenges faced by organizations when conducting performance appraisal? (5MKS)

QUESTION FIVE (20 MARKS)

- a) As a human resource expert, discuss some of the emerging issues affecting employee resourcing in corporate organizations. (10 MKS)
- b) Human capital is a vital resource in organizations. Elaborate on the components of human capital that needs to be exploited to benefit organizations. (5MKS)
- c) Highlight the importance of performance management in organizations (5MKS)