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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
FOURTH YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 14th August, 2024
Time: 2.30pm – 4.30pm

KHR 2411 HUMAN RESOURCE PLANNING

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

KENATCO Company limited has been in existence for last 25 years .For the first 15 years the company was performing very well in regard to profit levels as reflected in the published financial statements.The company's CEO was Mr Mwangi who was responsible for the excellent profit levels for the first 15 years since companys inception. In January 2019 Mr Mwangi found green pastures in Mololongo company limited where was given very attractive salary package and fringe benefits.During the tenure of Mr Mwangi for the 15 year period he headed the company he used to convene monthly meeting with all the heads of departments so as to be able provide directions to the HOD's.During those meetings the HOD's used to give reports on performance of the employee in their departments in regard to achievement of targets ,employee inventory challenges facing the department and performance of the entire department among other reports.In addition Mr Mwangi had developed an attractive compensation scheme for all HODs and the employees in their departments.This scheme was based on qualifications experience and performance.

The head of human resource department Mrs Mutula was expected to update and adhere to human resource plan and submit a copy to the CEO every three months.Among the assignments for the human was to conduct workforce analysis,employee inventory resource officer analysis workload analysis labour demand and supply forecasting.The reports for these analysis provided a good foundation for preparing human resource plan.After Mr Mwangi left the company for Mulolongo,the Board of Directors of KENATCO Company Limited in Mid January 2019 hired Dr Mwamba who was the CEO of Nyandarua Mission Hospital.Since Dr Mwamba took over the leadership of the company in 2019 the stakeholders have raised serious concerns over the top management.Among the concerns raised are low dividend yield high labor turnover.Infact in 2023 out of 80 employees 25 left in mid of 2023.On the part of Dr Mwamba the monthly meetings of CEOs and HODs are a thing of the past including reports from human resource officer.According to the CEO,human resource plan is not important at all and he does not bother to get any report from Mrs Mutula.The new change of leadership in the company saw significant backward trend in the companys performance.The Board of Directors have give Dr Mwamba 6 month period to reverse this trend and in a months time he should provide a report on the labour demand and supply forecasting and a human resource plan for year 2024.

Required

- a) Explain the reasons that accounted for the company success during the tenure of Mr Mwango (6 marks)
- b) Examine the reasons which could be attributed to the high labour turnover in 2023 KENATCO Company Limited. (6 marks)
- c) “According to CEO human resource plan is not important” Explain the reason you would give to Dr. Mwamba so that he can understand the usefulness of preparing human resource plan. (6 marks)
- d) Advise Dr. Mwamba on what he should do to reverse the backward trend in regard to performance of KENATCO Company. (6 marks)
- e) Board of directors demanded a report on labour demand and supply forecasting. Explain the key points the report should contain. (6 marks)

QUESTION TWO (20 MARKS)

- a) Examine the objectives of Human Resource Planning (6 marks)
- b) Discuss the challenges encountered by human resource managers in their pursuit to manage employee talent. (8 marks)
- c) Examine the principle of succession planning. (6 marks)

QUESTION THREE (20 MARKS)

- a) Discuss any four techniques used in forecasting demand for labour (8 marks)
- b) In year 2023 company ABC Limited had an average workforce of 1600 employees. During the year there occurred 32 accessions and 48 separations. Calculate the following.
 - i) Separation rate (2 marks)
 - ii) Accession rate (2 marks)
 - iii) Replacement rate (2 marks)
- c) Discuss the challenges encountered by human resource managers when preparing human resource plans. (6 marks)

QUESTION FOUR (20 MARKS)

- a) As a human resource consultant in KBM Company Limited provide advice to the top management of the company on human resource strategies they should develop so as to support the company’s strategies. (6 marks)
- b) Describe the process of Human Resource Planning. (8 marks)
- c) If you are working for company XYZ limited as Human Resource Officer and the organization is experiencing staff surpluses, explain the advice you would offer to the top management on how they should deal with such a scenario. (6 marks)

QUESTION FIVE(20 MARKS)

- a) Examine any three activities involved in the following:
 - i) Soft Human Resource Plan (3 marks)
 - ii) Hard Human Resource Plan (3 marks)
- b) Examine the activities which should be added to Human Resource Planning to make it more strategic and useful for the organization. (8 marks)
- c) Discuss any six techniques of evaluation human resource program and policies. (6 marks)