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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR
THIRD YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 14th April, 2023
Time: 11.30am –1.30pm

KHR 304 - EMPLOYEE RESOURCING

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

UNDERSTANDING LABOUR MARKETS: THE HRs ROLE!

There several labour markets that are external sources from which employers attract employees. These markets occur because different conditions characterize geographical areas, industries, occupations, and professions at any given time. For example, with downsizing and mergers in the banking industry, there is a surplus of middle level banking managers (a loose market). There are may ways to identify labour markets, including by geographical area, type of skill, and education level. Recruiting locally for a job market that is really national likely will result in disappointing applicant rates. For example, attempting to recruit a Senior Human Resource Management Faculty Member in a small town – like Mwihoko, is not likely to be successful. Conversely, it may not be necessary to recruit nationally for workers in unskilled positions. The job qualifications needed and the distribution of the labor supply determine which labor markets are relevant. Changes in a labour market may force changes in recruiting efforts. Therefore, to understand the components of labor markets in which recruiting takes place, three different concepts must be considered. Those three groups are labor force population, applicant population and applicant pool.

The labor force population includes all individuals who are available for selection if all possible recruitment strategies are used. This vast array of possible applicants may be reached in very different ways. Different recruitment methods for example, newspapers ads versus college recruiting, will reach different segments of the labor force population. The applicant population is a subset of the labor force population that is available for selection using a particular recruiting approach. For example, an organisation might limit its recruiting for Uncertified Human Resource Managers to Certified Human Resource Management Professional in good standing with the professional body from the region. This kind of recruiting method will result in a very different group of applicants from those who would have applied, had the employer chosen to advertise openings for human resource manager on a local radio station.

Hence, you need to know that at least four recruiting decisions affect the nature of the applicant's population. These includes recruiting method, recruiting message, applicant qualification required, and administrative procedures. The applicant pool consists of all persons who are actually evaluated for selection. Many factors can affect the size of the applicant pool. For example, the organization mentioned previously is likely to interview only a small percentage of the MBA graduates at major University and a larger percentage of Master of science graduates. The applicant pool at this step will depend on the reputation of the organization and industry as a place to work, the screening efforts of the organisation, and the information available to the applicant population. Note that the supply and demand of workers in the labor force population has a substantial impact on the staffing strategies of organizations. Internal labor markets also influence recruiting because many employers choose to promote from within whenever possible, but hire externally for entry-level jobs.

Required:

- a) Using examples, define the following terms as used in the case study:
 - i) Labour force population. (2 marks)
 - ii) Applicant population. (2 marks)
 - iii) Applicant pool. (2 marks)
- a) Using examples, describe how recruitment decisions affects the nature of applicant's population. (6 marks)
- b) "The applicant pool at this step will depend on the *reputation* of the organization and industry as a place to work" Justify the significance of the organisations reputation in recruitment process. (6 marks)
- c) Assume that your professional body intends to conduct labour market survey. Advice on the labour market indicators as discussed in the above case study. (6 marks)
- d) Changes in a labour market may force changes in recruiting efforts. Examine the modern recruitment strategies. (6 marks)

QUESTION TWO (20 MARKS)

- a) As a T-Shaped HR professional, you have decided to venture on HR recruitment agency with an intention to go global and become a global recruiter. Clarify the recruitment process that you will adopt in an ideal situation. (8 marks)
- b) Examine the key points that you would consider to ensure the success of the workforce planning implementation process. (8 marks)
- c) Describe the role of Applicant Tracking Systems (ATS). (4 marks)

QUESTION THREE (20 MARKS)

- a) Girls Can, an organisation in the horticulture industry has advertised for the position of the Human Resources Officer. Assume that you have read the job requirements and that you are interested in this position. Nothing can stop you since you have acquired knowledge, skills and abilities in human resources management. You are aware of the HR functions, activities and operations. Draft a cover letter that stands out! (8 marks)
- b) A high attrition rate is costly. It is important to watch out the attrition rate of first-year employees in your organisation. Examine the implication of high attrition rate of new employees in the organisation and advise the organization on what should be done. (8 marks)
- c) Explain the steps required when planning how to attract candidate throughout the recruitment process. (4 marks)

QUESTION FOUR (20 MARKS)

- a) Onboarding and off-boarding is a good practice in human resource management. As an aspiring HR professional, demonstrate understanding of off-boarding, by explaining the key decisions and processes that takes place. (8 marks)
- b) Using examples from an organisation of your choice, discuss the components of employee resourcing. (8 marks)
- c) Employee boomerang is one of the resourcing practices adopted by many HR managers. A survey conducted by Robert Half Company in 2022 revealed that, while 87% of HR managers would rehire a former employee, only 30% of the workers would return. Under what circumstance would an employee consider boomerang. (4 marks)

QUESTION FIVE (20 MARKS)

- a) Talent management must be developed within specific parameters. Explain the key elements that must be integrated in the talent management process. (8 marks)
- b) Using examples, discuss FOUR common ethical issues in recruitment and selection of candidates in Kenya. For each of the challenged cited suggest the mitigation strategies. (8 marks)
- c) Retirement is one of the methods of separation. Differentiate between voluntary retirement and compulsory retirement. (4 marks)