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

**SPECIAL EXAMINATION**

Date: 15<sup>th</sup> August, 2024  
Time: 8.30am –10.30am

**KHR 304 EMPLOYEE RESOURCING**

**INSTRUCTIONS TO CANDIDATES**

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**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

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**QUESTION ONE (30 MARKS)**

Read the case study below and answer questions a to e.

Rinya private company ltd is a manufacturing company that deals with fast moving products. The company was highly profitable until the advent of COVID 19, when things started going south. Its profits nosedived, the customer base shrunk and some of the branches were closed down. To reinvigorate the company the board of directors decided to hire a new CEO, Head of Human Resource and Head of Finance and Strategy. Immediately the three assumed office, they realized that they had to make some changes to put the company back to its feet. To ensure sure that things worked better, they decided to contract an external consultant to diagnose the problems in the organization. The consultant diagnosed a number of issues that needed to be addressed urgently. Firstly, was the issue of the hiring process. The company had no resourcing policy in place. Managers hired their friends and relatives regardless of qualifications and relevant experience. Secondly, there was over staffing and duplication of roles in a number of the departments.

The induction process was a sham. People were employed and immediately placed on roles they did not understand. Employees felt they were not appreciated and their jobs were not secure as they would be relieved of their jobs whenever they raised issues about their work environment. The retirees were never prepared for life after work and felt disgusted by their company. When asked if they would recommend any prospective employees to the company, the answer was a resounding NO. The board decided to extent the consultant's contract for a period of six months to support the company to fix the issues.

- a) As the consultant outline the factors that might have affected employee Resourcing at Rinya Company. (6 marks)
- b) Enumerate Human Resource planning concepts that the consultants would use to fix the problem of overstaffing and duplication of roles at Rinya Company. (6 marks)

- c) The management of Rinya were not convinced that the absence of induction could be an issue to address. As the consultant state the benefits of induction to the Management of Rinya Company (6 marks)
- d) To help Rinya company's top management to get the required employees, highlight the key considerations in determining who to recruit. (6 marks)
- e) The management of Rinya Company did not see the importance of preparing employees for release. Advise them on the effects of employees' release to an organization. (6 marks)

### **QUESTION TWO (20 MARKS)**

- a) Discuss the implications of Human Capital Theory to Organizations. (8 marks)
- b) Examine the Objectives of Human Resource Planning in modern Organizations. (6 marks)
- c) Describe the internal and external sources of recruitment used by organizations. (6 marks)

### **QUESTION THREE (20 MARKS)**

- a) As a Human Resource manager, explain the steps you would take to prepare employee facing redundancy in your organization. (8 marks)
- b) Outline the rights of workers as stated in Article 41 of the constitution of Kenya (labour relations Act) . (6 marks)
- c) Examine the challenges of induction program in most organizations in Kenya. (6 marks)

### **QUESTION FOUR (20 MARKS)**

- a) Discuss the new trends of employee resourcing in modern organizations. (6 marks)
- b) Explain the limitations of Human Resource Planning concept. (8 marks)
- c) Using relevant examples, examine the significance of job description in organizations . (6 marks)

### **QUESTION FIVE( 20 MARKS)**

- a) Explain the importance of measuring Human Capital of an organization. (8 marks)
- b) Evaluate the contents of job specification as used in organizations. (6 marks)
- c) Describe the key constituents of human capital concept. (6 marks)