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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2022/2023 ACADEMIC YEAR**  
**THIRD YEAR, FIRST SEMESTER EXAMINATION**  
**FOR THE DEGREE OF BACHELOR OF SCIENCE**  
**(BUSINESS ADMINISTRATION)**

Date: 28<sup>th</sup> July, 2022  
Time: 11.30am –1.30pm

**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)**

**KIZUA LIMITED**

Kizua Limited is a manufacturing company in Kenya. The firm has been in operation since 2016. During 2020, the firm was faced with financial challenges which led to lay off of a number of its workers. The company has been struggling to improve their financial status and the recovery is on the rise. However, recently the firm reported unfilled jobs that has led to undue pressure on the remaining employees. With so many positions available, there's no doubt the human resource manager expected to see growing competition between potential hires. To the company's surprise, there has been very few applicants of which majority do not have the prerequisite qualifications.

The firm which is on the growth phase is also struggling with career support and development for its current employees to pick up positions left vacant as the organization open up more opportunities for growth. A human resource consultant has advised the human resource manager at Kizua limited to ensure they help employees grow professionally through education, training, and advancement opportunities. The consultant has advised on the need to develop policies on both in house and remote working and consider having remote workers and outsourcing some of its non-critical functions. The consultant also advised the company to have a clear human resource plan and develop an effective way of forecasting personnel needs. The human resource department has also been advised to carry out effective job analysis exercise to help them in their recruitment exercise.

Required;

- a) As the Human Resource officer of Kizua Limited, advise the management on the benefits of carrying out job analysis exercise.  
(6 marks)
- b) As a human resource manager at Kizua Limited, explain how you will ensure that there is fairness to all employees during internal recruitment processes.  
(6 marks)

- c) Describe ways in which human resource planning could have helped Kizua Limited to deal with their manpower challenges (6 marks)
- d) Advise the company on the short range factors that the human resource department could have considered when conducting demand forecast for their human resource needs. (6 marks)
- e) Advise the management of Kizua limited on the elements that they need to incooperate in their advertisement to make it effective and able to attract the right candidates. (6 marks)

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

- a) ABC company ltd is currently unable to meet its obligations due to increased costs of operations. Advise the company on how it can control the labour costs. (10 marks)
- b) Mwioko Hardware Ltd has been trying to attract qualified and competent staff to their organization without success. The Human Resource manager has attributed this to poor job analysis. Explain the aspects of the job to be analysed. (10 marks)

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

- a) Potea company ltd is currently facing high employee turnover. It has been established that the problem originates from the interview processes at the company. Advise the human resource officer on the procedure for carrying out an effective interview. (10 marks)
- b) External recruiting is needed in organizations that are growing rapidly or have a large demand for technical, skilled or managerial employees. Discuss the methods of external recruitment (10 marks)

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

- a) You have been contacted by Lolalu limited to advise them on the steps they should take in the overall plan to deal with demographic pressures on skill shortage (10 marks)
- b) The majority of entrants into the labour market in Kenya are the youth. Evaluate the measures that the government has initiated to address the problem of youth unemployment. (10 marks)

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

- a) The Orientation process provides new employees with basic background information they need to perform their jobs satisfactorily. Discuss the areas covered by the formal orientation process. (10 marks)
- b) Examine matters that amount to gross misconduct and may justify summary dismissal of an employee according to Employment Act 2007 laws of Kenya. (10 marks)