

LAIKIPIA



UNIVERSITY

# UNIVERSITY EXAMINATIONS

1<sup>ST</sup> SEMESTER 2023/2024 ACADEMIC YEAR

THIRD YEAR EXAMINATION FOR THE DEGREE  
OF BACHELOR OF COMMERCE

**HRMG 311: HUMAN RESOURCE PLANNING**

***STREAM: BCOM***

***TIME: 2 HRS***

***DAY: MONDAY [8.30-10.30 A.M]***

***DATE: 18/12/2023***

**THIS QUESTION PAPER CONSISTS OF THREE (3) PAGES**

**PLEASE DO NOT OPEN UNTIL THE INVIGILATOR SAYS SO.**



**Answer Question ONE and ANY Other Two****QUESTION ONE**

- a) Human Resource Planning is the process by which an organisation ensure that it has the right number and kinds of people at the right places (positions) at the right time, capable of effectively and efficiently completing those tasks that will help the organisation achieve its objectives.

Study the sub section provided above and explain the contributions of human resource planning to organizations **(10 Marks)**

- b) Certain fundamental principles should always be applied when preparing a Human Resource Plan. Discuss **(10 Marks)**
- c) An effective Human Resource Planning conducts all aspects of Human Resource Management activities to make the workforce more useful to the organization.

With the aid of a **well-drawn flow chat (diagram) explain** the Human Resource Planning Process **(10 Marks)**

**QUESTION TWO**

- a) A certain research study intended to investigate the contribution of Human Resources Planning in public institution's performance. The main objective of the study was to determine the relationship between Human Resources Planning and Organizational performance

However, those who reviewed the research work suggested that the study did not cover important aspects of Long Term Human Resource Plans

Explain, then, what Long Term HR Plans are including their methods **(10 Marks)**

- b) Once an organisation's personnel or manpower demand and supply have been forecast the two must be reconciled or balanced in order that vacancies can be filled by the right employees (those with the required qualifications or experience) at the right time. **Human Resource Programming is of great importance in the planning process.** Elaborate **(10 Marks)**

**QUESTION THREE**

- a) A certain company tries to reduce voluntary turnover in order to lower costs and increase productivity. High turnover is a common problem in many organizations. Ten companies in



the manufacturing sector experienced high voluntary turnover, even when the job conditions in the organization are better than the market. What the companies needed was to be educated about the methods of labour turnover analysis

Assuming that you have been tasked with the responsibility of detailing to these companies the methods mentioned, provide here how you would go about this exercise **(10 Marks)**

- b) Discuss Numerical Flexibility, Temporal Flexibility and Functional Flexibility in the context of Labour –Force flexibility **(10 Marks)**

#### **QUESTION FOUR**

- a) If a career is seen as centered upon the individual, then clearly the responsibility for managing this rests on the individual employee.

Explain the strategies that individual employees can use to achieve career goals even as they engage in Individual Career Management **(10 Marks)**

- b) The XYZ Company has been advised to look beyond the traditional and normal means of leadership development. The company was limited in the manner it would expand its operations and improve leadership. This implies that the company had to deal with the need to develop leadership and management for continuity. The major problem was that the XYZ Company failed to establish a succession plan that could focus on developing future leaders who would improve fire services being provided by the organization. **(10 Marks)**

