



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:
BACHELOR OF BUSINESS ADMINISTRATION
BHR 4302: HUMAN RESOURCE PLANNING

END OF SEMESTER EXAMINATION

SERIES: DECEMBER 2024

TIME: 2 HOURS

DATE: Pick Date Dec 2024

Instructions to Candidates

You should have the following for this examination.

Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions.

Attempt question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

Question ONE

a) **Case Study: Workforce Planning Challenges at KenTech Solutions**

KenTech Solutions, a mid-sized Kenyan technology firm based in Nairobi, experienced rapid growth due to increased demand for digital services in the country. The company projected a 25% growth in its workforce to support the expansion of its software development, IT support, and customer service teams. However, KenTech faced significant challenges in aligning workforce demand and supply. Internally, the company lacked a formal succession planning framework, resulting in skill gaps for key leadership roles. Externally, the competitive labor market for tech professionals in Kenya made it difficult to attract and retain top talent. Moreover, the unpredictable nature of client demands in the tech industry made workforce demand forecasting challenging. With limited access to advanced HR analytics tools, KenTech's HR team often relied on manual methods, leading to inaccurate supply forecasts. To mitigate these challenges, KenTech initiated partnerships with Kenyan universities to recruit entry-level talent and launched internal training programs to reskill existing employees. Despite these efforts, the company faced delays in project delivery and rising recruitment costs, threatening its ability to meet client expectations and strategic objectives.

Required

a)

- i) Discuss **THREE** ways a data-driven approach to workforce planning can help KenTech address its staffing challenges and improve talent acquisition and retention strategies. (6 marks)
 - ii) Evaluate **FOUR** effectiveness of KenTech's current initiatives to address workforce supply challenges, and suggest additional measures for aligning workforce supply with organizational goals. (8 marks)
 - iii) Explain **THREE** ways accurate workforce forecasting can enhance operational efficiency and reduce recruitment costs at KenTech Solutions, providing specific examples. (6 marks)
- b) Explain **FIVE** reasons why Human Resource Planning (HRP) is vital for achieving organizational strategic objectives. (10 marks)

Question TWO

- a) Describe **FIVE** causes of labor turnover and their effect on workforce stability in organizations. (10 marks)
- b) Discuss **FIVE** benefits of conducting HR audits in organizations and how they improve HR practices. (10 marks)

Question THREE

- a) Discuss **FOUR** challenges faced by organizations in valuing human resource and their impact on decision-making. (10 marks)
- b) Describe the significance of Human Resource Demand Forecasting and the methods used to predict workforce needs. (10 marks)

Question FOUR

- a) Evaluate **FIVE** ways continuous monitoring and adjustments improve the effectiveness of HR plans. (10 marks)
- b) Discuss **FIVE** steps involved in the Human Resource Planning process and their role in effective workforce management. (10 marks)

Question FIVE

- a) Describe **FIVE** reasons why succession planning is critical for organizations in identifying and preparing leaders. (10 marks)
- b) Discuss **FIVE** career management strategies organizations can implement to support employee growth and engagement. (10 marks)