



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

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

SERIES: MARCH 2025

TIME: 2 HOURS

DATE: Pick Date Mar 2025

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: Human Resource Auditing at ABC Manufacturing Ltd, Kenya

ABC Manufacturing Ltd is a large Kenyan-based company that specializes in the production of consumer goods. Despite being a market leader, the company has been struggling with inefficient HR processes, high employee turnover, and inconsistent employee performance across its various branches in Kenya. In an effort to improve organizational efficiency and employee satisfaction, ABC Manufacturing decided to conduct an HR audit to assess compliance with labor laws, evaluate employee performance management systems, and identify any gaps in HR policies. The audit process revealed that while ABC Manufacturing adhered to Kenyan labor laws, there were significant issues with performance management and employee engagement. Several departments reported high turnover, especially among young employees, due to unclear career progression paths and lack of training opportunities. Additionally, the audit uncovered that leadership development programs were poorly implemented, leaving middle management underprepared for more senior roles. The findings of the audit have prompted ABC Manufacturing's leadership to consider a comprehensive overhaul of its HR practices, particularly focusing on leadership development and standardized performance management systems to foster employee growth and retain top talent.

Required

- i) Discuss **FOUR** challenges ABC Manufacturing Ltd might face when trying to standardize HR practices across its different branches in Kenya, considering the diversity in regional labor markets. (8 marks)
 - ii) Explain how gaps in performance management and employee engagement at ABC Manufacturing could lead to high turnover and low morale, drawing on examples from the Kenyan context. (6 marks)
 - iii) Discuss the significance of succession planning and leadership development in Kenyan organizations and how they can help ensure long-term organizational stability and growth. (6 marks)
- b) Explain **FIVE** ways accurate demand forecasting can improve organizational performance and efficiency. (10 marks)

Question TWO

- a) Evaluate **FIVE** factors that impact the need for HRP within an organization, both internally and externally. (10 marks)
- b) Explain the role of HRP as a strategic tool in responding to both short-term and long-term workforce needs. (10 marks)

Question THREE

- a) Describe **FOUR** challenges organizations face when implementing Human Resource Demand Forecasting and how these can be mitigated. (8 marks)
- b) Discuss **THREE** methods used in forecasting HR demand and their limitations. (6marks)
- c) Explain **THREE** ways accurate demand forecasting can improve organizational performance and efficiency. (6 marks)

Question FOUR

- a) Explain **FIVE** processes involved in Human Resource Supply Forecasting and their impact on workforce planning. (10 marks)
- b) Explain **FIVE** methods of measuring HR assets using the Human Resource Accounting approach. (10 marks)

Question FIVE

- a) Discuss **THREE** strategies for addressing imbalances between workforce supply and demand in organizations. (6 marks)
- b) Elucidate **THREE** key reasons succession planning is essential for identifying and grooming employees for leadership roles. (6 marks)
- c) Explain **FOUR** career management strategies organizations can implement to foster employee growth and advancement. (8 marks)

