

LAIKIPIA



UNIVERSITY

UNIVERSITY EXAMINATIONS

2ND SEMESTER 2023/2024 ACADEMIC YEAR

EXAMINATION FOR MASTERS OF BUSINESS
ADMINISTRATION

MBAD 743: HUMAN RESOURCE PLANNING

STREAM: MBA

TIME: 3 HRS

DAY: WEDNESDAY [9.00-12.00 NOON] DATE: 27/03/2024

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) Short-term strategy usually focuses on achieving immediate goals, while long-term strategy aims to achieve long-term objectives. When you differentiate between the two, you can set specific goals and targets for each strategy. Discuss both Short and Term and Long Term HR Plans **(10 Marks)**
- b) Certain fundamental principles should always be applied when preparing a Human Resource Plan. Discuss **(10 Marks)**
- c) A well thought out approach to managing human capital aligns an organization's workforce with its long-term goals and objectives. It goes beyond traditional HR practices. Human resource planning is not just a concept but a process and a strategic imperative that some organizations have successfully embraced to thrive in their industries.

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

QUESTION TWO

- a) The labor market can be very dynamic. Firms get a lot of information from the surveys to help them improve the employee experience and understand why staff might be leaving, In an industry where turnover is pretty high it's important for a firm information in order to stay competitive.

Study the sub section above and discuss the concept of labour turnover analysis **(15 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 **(5 Marks)**

QUESTION THREE

- a) A perfectly flexibility labour market implies that the labour force would be immediately redeployed to its most efficient use, any time, irrespective of any change in the economic environment. Discuss labour force flexibility **(15 Marks)**
- b) Explain 'occupational structure' in the context of variation in labour markets. **(10 Marks)**



QUESTION FOUR

a) Organizational career management (OCM) is believed to be a useful practice to stimulate the potential of employees. However, many organizations are still not clear about how this can be achieved. Elaborate **(10 Marks)**

b) Succession planning is a critical component of any organization's long-term sustainability and growth. A compelling case study in this regard is Microsoft's seamless transition from its co-founder, Bill Gates, to Steve Ballmer. This transition not only marked a significant change in leadership but also highlighted the strategic prowess of Microsoft's succession planning program.

Using the case provided above, explain the critical steps in succession planning **(10 Marks)**

