



KARATINA UNIVERSITY

UNIVERSITY EXAMINATIONS

SECOND YEAR, SECOND SEMESTER EXAMINATION

2023/2024 ACADEMIC YEAR

FOR THE DEGREE OF:

BACHELOR OF HUMAN RESOURCE MANAGEMENT

COURSE CODE: BHR 122

COURSE TITLE: EMPLOYEE RESOURCING

DATE: 10/5/2024

TIME: 9.00 AM – 11.00 AM

INSTRUCTION TO CANDIDATES

- Answer question ONE and any other THREE

Keeping Up with Growth

Over the last two years, the company where Melinda works as HR manager, Dragon Enterprises, has seen plenty of growth. Much of this growth has created a need for a strategic, specific recruiting processes. In the past, Dragon Enterprises recruited simply on the basis of the applications they received, rather than actively searching for the right person for the job. The first thing Melinda did when arriving at the company was to develop a job analysis questionnaire, which she had all employees fill out using the website SurveyMonkey. The goal was to create a job analysis for each position that existed at the company. This happened to be the point where the organization started seeing rapid growth, as a result of increased demand for the types of parts the company sells. Luckily, since Melinda followed the industry closely and worked closely with management, part of her strategic outline planned for the hiring of several new positions, so she was mostly ready for it. Keeping in mind the Equal Employment Opportunity Commission (EEOC) laws and the company's position on a diverse workforce, Melinda set out to write new job descriptions for the job analysis she had performed. She knew the job analysis should be tied to the job description, and both of these should be tied to the job qualifications. Obviously, to recruit for these positions, she needed to develop a recruitment plan. Over the next year, the organization needed to hire three more floor management positions, three office positions, and fifteen factory floor positions. Next, she needed to determine a time line to recruit candidates and a method by which to accept the applications she would receive. After sharing this time line with her colleague, the chief operating officer, she went to work recruiting. She sent an e-mail to all employees asking them to refer a friend and receive a \$500 bonus. Next, part of her strategy was to try to find very specialized talent in management to fill those positions. For this, she thought working with a recruiting company might be the best way to go. She also used her Twitter and Facebook accounts to broadcast the job openings. After a three-week period, Melinda had 54 applications for the management positions, 78 for the office positions, and 110 for the factory floor positions. Pleased with the way recruiting had gone, she started reviewing the résumés to continue with the selection process.

Question 1

- a) The first thing Melinda did when arriving at the company was to develop a job analysis questionnaire, in relation to this statement outline five questions included in the questionnaire. (10 marks)
- b) Identify five HR strategies as depicted in the case study. (5 marks)
- c) Explain the selection process that Melinda used to identify the right candidate (4 marks)
- d) Highlight six contents of a resume that guided Melinda in the review process (6 marks)

Question 2

- a) Outline seven reasons why a vacancy may occur in the organization. (7 marks)
- b) Explain the advantages of using the Internet for recruitment 8 marks

Question 3

a) A company called ABC Systems sells FMCG products. The company is lately suffering due to its high attrition rates.

- i. Define the Term High Employee Attrition (1 Mark)
- ii. Explain the Causes of High Employees Attrition (10 Marks)

Explain the difference between the following terms.

- i. layoffs and retrenchment (2 marks)
- ii. downsizing and right sizing (2marks)

Question 4

- a) Explain the internal factors that affect the recruitment functions that Organizations have control over. (10 marks)

Question 5

- a) Discuss the activities that an employer undertake in identifying the interest and the seriousness of a candidate in joining the organization. (10 marks)
- b) Highlight components of employee resourcing strategy (5 marks)

Question 6

- a) Job analysis forms basis for later HR activities. Discuss (10 marks)
- b) Explain the major activities of Human resource planning (5 marks)