INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 2025

PROGRAMME: BHRM
YEAR/SEM: YEAR 1/SEMESTER 2
COURSE CODE: HRM1201
NAME: HUMAN RESOURCE PLANNING

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

SECTION A IS COMPULSORY and CARRIES 40 MARKS

Question 1:

Wide Corporation, a medium-sized manufacturing company with approximately 300 employees, was facing several challenges in managing its human resources (HR) operations. The company had been using manual processes and spreadsheets to manage employee records, payroll, attendance, and benefits. As the organization grew, these manual methods became inefficient, leading to errors in payroll, difficulties in tracking employee performance, compliance issues, and overall dissatisfaction among both HR staff and employees.

To address these issues, Wide Corporation decided to implement a Human Resources Information System (HRIS). The system chosen was a cloud-based HRIS that promised to automate many of the company's HR functions, streamline payroll and attendance tracking, and provide a centralized database for all employee records. The HRIS also offered features such as performance management, benefits administration, and recruitment tools, all designed to improve efficiency and accuracy in HR operations.

Implementation Process

1. Needs Assessment: Before selecting the HRIS, Wide Corporation conducted a comprehensive needs assessment to identify key pain points and areas for improvement. The assessment revealed that the company needed a system that could:

- Automate payroll processing and attendance tracking.
- Centralize employee data to ensure accuracy and accessibility.
- Provide tools for performance management and employee development.
- Ensure compliance with labor laws and regulations.

- Selection of HRIS: After evaluating several vendors, Wide Corporation chose a cloud-based HRIS that could be integrated with its existing financial software. The HRIS vendor provided a solution that was scalable, allowing for future growth as the company expanded.
- Data Migration and Training: One of the most critical aspects of the implementation was migrating employee data from spreadsheets to the new HRIS. The company worked closely with the HRIS vendor to ensure a smooth transition. In addition, HR staff and managers were trained on how to use the new system, including payroll automation, attendance tracking, and performance reviews.
- Customization and Integration: Wide Corporation customized the HRIS to fit its specific needs, including configuring workflows for performance appraisals and integrating the system with its existing financial tools. The company also set up automated reminders for compliance deadlines, performance reviews, and employee benefits enrollment.
- Post-Implementation Review: After the system went live, Wide Corporation conducted a post-implementation review to assess the HRIS's effectiveness. The review focused on system functionality, ease of use, and improvements in HR processes. The company found that payroll errors were significantly reduced, employee satisfaction improved due to faster response times, and HR staff were able to focus more on strategic tasks such as talent development.

Results

The implementation of the HRIS yielded several positive outcomes for Wide Corporation:

- Improved Efficiency: HR staff reported a 40% reduction in time spent on administrative tasks such as payroll and attendance tracking.
- Reduced Errors: Payroll accuracy improved by 25%, and compliance-related errors were reduced, ensuring that the company met all legal requirements.
- Better Employee Engagement: Employees had access to a self-service portal where they could update personal information,

request time off, and view their benefits, leading to higher satisfaction and engagement.

- Enhanced Decision-Making: With access to real-time data on employee performance, HR managers were able to make more informed decisions regarding promotions, training, and employee development.
- Scalability: The HRIS allowed the company to easily onboard new employees as it grew, without significantly increasing HR workload.

Questions

1. What factors should a company consider when conducting a needs assessment for HRIS implementation? 10marks

2. How should an organization evaluate and choose the best HRIS for its needs? 10marks

3. What challenges can arise during the data migration phase of an HRIS implementation, and how can they be mitigated? 10marks

4. Why is training important for the successful adoption of an HRIS, and how should it be structured? 10marks

Question 2:

Anticipating a Talent Shortage at Unique Airlines

Unique Airlines, a budget-friendly carrier, has experienced significant growth over the past seven years by expanding its aircraft fleet and launching new routes. Despite this expansion, its Human Resource Planning has lagged behind, relying on outdated and informal

forecasting approaches. As competition intensifies in the airline industry, the company is shifting its strategic focus from low-cost offerings to delivering high-quality service. This transition demands employees with enhanced skills in customer service, communication, and technical areas—especially in aircraft maintenance and onboard services. To address the immediate talent gap, the HR advisory panel has proposed hiring foreign professionals. However, senior leadership remains cautious and prefers to concentrate on cultivating domestic talent instead.

Questions

a) Evaluate the impact of outdated Human Resource Planning on the operational efficiency and strategic goals of Unique Airlines. 10marks

b) Analyze the pros and cons of hiring foreign professionals versus developing domestic talent to address skill shortages at Unique Airlines. 10marks

c) How can Unique Airlines balance short-term staffing needs with long-term workforce development goals? 10marks

d) Discuss the challenges and opportunities of shifting from a low-cost strategy to a quality service model in the airline industry. 10marks

SECTION B

CHOOSE ANY THREE(3) QUESTIONS OF YOUR CHOICE

Question 1:

By integrating Human Resource Planning with strategic planning, organizations ensure that their workforce is capable of meeting future challenges and that Human Resource practices are consistent with long-term business goals. Explain the objectives of Human Resource Planning. 10marks

b) Of what importance is Human Resource Planning. 10marks

Question 2:

Human Resource Planning can be categorized into several types based on the scope and focus of the planning efforts. What are the different types of Human resource planning know to you. 10marks

b) explain the major barriers/challenges to Human resource planning. 10marks

Question 3:

Elaborate on the different steps taken during the Human Resource Planning process. 10marks

b) explain the importance of Human Resource Planning in organisations. 10marks

Question 4:

Human Resource forecasting is a strategic process that involves predicting the number of employees with specific skills that will be required in the future based on various factors such as anticipated growth, sales projections, and attrition rates. Explain the popular Human Resource planning forecasting methods that managers use. 10marks

b) Forecasting in human resources management comes with its own challenges, requiring organisations to adapt to dynamic market conditions. What are some of the challenges for Human Resource forecasting. 10marks

Question 5:

Explain the reasons why Job analysis in important in organisations. 10marks

b) what are the different methods used by organisations during job analysis. 10marks

Question 6:

Discuss the different steps involved in conducting a job analysis. 10marks

b) Examine the common challenges of job analysis. 10marks

Question 7:

A Human Resource Information System (HRIS) is a software solution designed to streamline and automate HR processes, manage employee data, and enhance organizational efficiency. Explain the Benefits of HRIS for employers and HR teams. 10marks

b) what are the different types of HRIS systems that that organisations use. 10marks

Question 8:

Mergers and acquisitions (M&As) are strategies that enable companies to grow. Merging with another company operating in the same business sector can increase market share and turnover. Acquisitions are different in that a company might buy an established business working in an industry unlike that of the purchaser. Discuss both the advantages and disadvantages of mergers and acquisitions. 20marks

Question 9:

Succession planning typically involves the assessment of skills, abilities, productivity and performance of current employees, identifying potential future leaders, and creating training and development plans to help these individuals acquire the knowledge and experience needed to succeed in their new roles. In reference to the above statement, explain the benefits of succession planning. 10marks

b) what are the challenges of succession planning. 10marks

Question 10:

Discuss the importance of succession planning in organisations. 10marks

b) As a human resource manager. What steps should be taken for a successful succession planning process. 10marks

Question 11:

Career planning is an ongoing process by which an individual sets his career goals and identifies the means and ways to achieve them. The way people plan for their life's work is considered as career planning. It propels and sometimes compels an individual to explore, choose and strive in order to derive satisfaction with one's career objective. Hence has significance in individual's life. Examine the Purpose of career planning to both the individuals and organisations. 20marks

Question 12:

Creating a successful career plan requires structured actions, strategic foresight, and continuous self-improvement. A well-defined career path helps you make informed decisions, adapt to changing industry trends, and position yourself for long-term success. suggest the essential steps taken for a Successful Career Plan. 10marks

b) explain the objectives of career planning. 10marks