



**ZIMBABWE EZEKIEL GUTI UNIVERSITY**

**FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING**

**DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT**

**EXAMINATION PAPER 4**

COURSE CODE : CHRM 402  
COURSE TITLE : EMPLOYEE RESOURCING  
DURATION : 3 HOURS  
DATE : 29 NOV 2022  
SPECIAL REQUIREMENTS :

**INSTRUCTIONS TO CANDIDATES:**

1. No cell phones are allowed in the examination venue.
2. Answer any **FOUR (4)** questions. (Level 1.1 to level 2.2)
3. Answer **QUESTION ONE (1)** and any other **THREE (3)** questions. (Level 4.1 and 4.2)
4. Begin each question on a new page.
5. The number of marks for each question or part question is shown in brackets [ ]

## SECTION A – COMPULSORY

### QUESTION 1

Human resource is a key element in an organisation. For an organisation to be successful, it is important that the management implement a comprehensive employee resourcing strategy. According to Kevin (n.d, p.2), employee resourcing refers to matching an organisation's future requirements and supplying it with committed, qualified and experienced human resource at the right time and place. The source of staff can either be from the external or internal labour market. Various activities are involved in the process of employee resourcing. These include staffing, administration and performance.

Human resource administration is concerned with resourcing, relational process and employee development. On the other hand, performance and staffing processes are concerned with ensuring that an organisation has the correct number of employees with the necessary skills. Various internal and external factors affect these activities. According to Ani, Andrew (2001, p.7), there is a complex relationship that exists between variables related to resourcing processes. The management of an organisation has to ensure that harmony exists in an organisation between; the organisation's human resource strategies, employees' preferences and needs and job requirements. Various responsibilities face the employees. These relate to job requirement and other personal responsibilities such as caring for the family. Therefore, it is important for the management of an organisation to incorporate the concept of flexible work- work life balance. The phrase 'flexible working' refers to a working pattern that is in line with an employee's needs. On the other hand, work-life balance refers to the process of implementing policies that enables an employee to combine his or her employment with the various aspects of their life. According to Clinton (2009, para.12), work-life balance is one of the major aspects that is currently attracting employees to an organisation. In addition, flexible working is resulting into an increase in the rate of employee retention.

- a) Explain the various the various employee resourcing strategies that can be adopted to enhance flexible-working and work life balance in an organisation. (15)

- b) What are various staffing strategies that can be employed by the company in order to increase the shareholder value? (10)

## **SECTION B**

### **QUESTION 1**

Some companies are failing to retain employee talent they have nursed and invested millions of dollars for so many years. Some witty companies will simply come and harvest that talent willy nilly leaving the parent company recruiting new talent again. Assess the approaches and principle techniques that this company can develop to stop this practice. (25)

### **QUESTION 2**

Critically evaluate the wider environmental content, particularly the major features of employment markets from which organisations source staff, and the ways in which this external environment evolves or changes. (25)

### **QUESTION 3**

Identification of level of training required by the employees and evaluate and discuss talent planning and succession planning exercises. (25)

### **QUESTION 4**

Working on part time basis gives an employee the chance to balance his or her work with other personal commitments. Explain in detail the meaning of flexible working time and work life balance. (25)

**QUESTION 5**

Career development should be integrated in the organisation. This will enable the employees to progress in their careers. (25)

**Question 6**

How do you develop a resourcing strategies for an emerging company? (25)

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