PAC INSTITUTE OF TECHNOLOGY AND SOCIAL STUDIES
JANUARY – APRIL 2025 ASSESSMENT

FORMATIVE ASSESSMENT

Qualification / Course : HUMAN RESOURCE MANAGEMENT

Unit of Competency : INITIATE EMPLOYEE RESOURCING

WRITTEN ASSESSMENT
TIME: 3 HOURS

INSTRUCTIONS TO THE CANDIDATE:

1. *Read all the instructions carefully before attempting the questions.*
2. *This paper consists of two sections, A & B.*
3. *You are allowed 3 Hours to Answer the questions.*
4. *Marks for each question are indicated in brackets.*
5. *Write your responses in the Separate Answer booklet provided.*
6. *Do not write anything on this question paper.*

SECTION A: (40 MARKS)

*Answer **ALL** questions in this section.*

1. Outline **FOUR** objectives that a HR manager seeks to achieve through succession planning. [4 Marks]

2. Name **FOUR** errors on the part of interviewers that may negatively affect the validity of selection interviews. [4 Marks]

3. As a human resource professional, advise the management of Ideal Ltd. on **FOUR** dangers of always filling its vacant positions using existing staff. [4 Marks]

4. Outline **FOUR** benefits that Ramah may derive from laying a lot of emphasis on person-organization fit when hiring staff. (4 Marks)

5. Name **FOUR** challenges Tango Ltd is likely to face when using HR shared services. [4 Marks]

6. Melinda Limited intends to conduct employment interviews and the human resource manager is in the process of constituting an interview panel. Identify **FOUR** skills that one should possess in order to become a panellist. [4 Marks]

7. Give **FOUR** reasons that may guide the decision to use head hunting as source of candidates during recruitment. [4 Marks]

8. Outline **FOUR** types of information that should be included in job advertisements for newly created positions in your organization. [4 Marks]

9. Outline **FOUR** consequences that an employee may face as a result of missing an induction exercise during the employee onboarding process. [4 Marks]

10. State **FOUR** negative consequences of the lack of diversity in an organization. [4 Marks]

SECTION B: (60 MARKS)

Answer question 11 and any other TWO questions in this section.

11. ANSWER the questions below based on the following case: [COMPULSORY]

Case Study: Labour Market Flexibility in the Gig Economy

Labour market flexibility is a key factor in economic growth, allowing businesses to adapt quickly to changing market conditions. A prime example of this can be seen in the rise of the gig economy, particularly in the case of ABC Services, a leading ride-sharing and food delivery platform.

ABC Services operates in multiple countries and has revolutionized employment by offering flexible working arrangements. Drivers and couriers have the autonomy to choose their working hours, enabling them to balance personal commitments with earning opportunities. This model has significantly increased workforce participation, particularly among students, retirees, and individuals seeking supplementary income.

However, the flexibility offered by ABC Services has also sparked debates on job security and workers' rights. Many gig workers lack access to benefits such as health insurance, paid leave, and retirement contributions. In response, some governments have introduced regulations requiring gig economy companies to provide minimum protections, such as guaranteed minimum wages and social security contributions.

Despite these challenges, labour market flexibility remains a crucial aspect of modern economies. Companies like ABC Services demonstrate that while flexible employment fosters economic dynamism, there must be a balance between business efficiency and worker protection to ensure sustainable labour practices.

a) The Gig economy described above demonstrates that flexibility is an important aspect of the labour market. Define the term **labour market flexibility**. [2 Marks]

b) There is a growing support for increased labour market flexibility globally. Discuss **FIVE** factors that may impact labour market flexibility in the Gig economy. [10 Marks]

c) A highly flexible labour market can be detrimental to the success of firms. Describe **FOUR** negative consequences of a highly flexible labour market. [8 Marks]

12. a) ABC Corporation intends to fill the Chief Finance Officer position, following a recent resignation. Outline and briefly describe the **STEPS** involved in the selection procedure [10]

    b) As a HR professional, advise a newly established company on **FIVE** benefits of using external sources of candidates over internal sources during the recruitment process. [10 Marks]

13. a) Newly recruited employees at Felines Hotel are assigned tasks without due regard for their qualifications. Explain **FIVE** challenges that the organization may face as a result of this practice. [10 Marks]

    b) One of your roles as a HR Manager is succession planning to ensure a smooth transition of leadership within your organization. Briefly explain **FIVE** key components of succession planning. [10 Marks]

14. a) You have been selected to head a team that will be selecting candidates to fill positions that have been created recently in your company. Discuss **FIVE** ways (methods/modes) human resource practitioners can use to conduct interviews in HRM [10 Marks]

    b. One of the leading questions person-organization fit is how workers and organizations select each other, and how person-organization compatibility impacts that association. As an expert in human resource management, **EXPLAIN** five major strategies that can help to assess and improve person-job fit within an organization [10 Marks]