

Name: _____ Index No: _____

1908/201
PRACTICE OF HUMAN
RESOURCE MANAGEMENT
July 2011
Time: 3 hours

Candidate's Signature: _____

Date: _____



THE KENYA NATIONAL EXAMINATIONS COUNCIL
CRAFT CERTIFICATE IN HUMAN RESOURCE MANAGEMENT

MODULE II

PRACTICE OF HUMAN RESOURCE MANAGEMENT

3 hours

INSTRUCTIONS TO CANDIDATES:

Write your name and index number in the spaces provided at the top of this page.

Sign and write the date of the examination in the spaces provided above.

This paper consists of TWO sections A and B.

Answer ALL the questions in section A in the spaces provided in this question paper.

Answer any FOUR questions from section B in the answer booklet provided.

This paper consists of 5 printed pages.

Candidates should check the question paper to ascertain that all the pages are printed as indicated and that no questions are missing.

SECTION A. (32 marks)

Answer ALL questions in this section in the spaces provided in the question paper.

1. Outline **three** techniques that can be used to forecast human resource requirements in an organization. (3 marks)

(i) _____

(ii) _____

(iii) _____

2. Highlight **three** benefits that may accrue to an organization that has clearly outlined job specifications for its employees. (3 marks)

(i) _____

(ii) _____

(iii) _____

3. Outline **four** external factors that may influence the recruitment process in an organization. (4 marks)

(i) _____

(ii) _____

(iv) _____

4. Kazuri has been invited for a job interview at a certain organization. Outline **three** ways through which she may prepare for the interview. (3 marks)

(i) _____

(ii) _____

(iii) _____

5. Highlight **three** indicators of a successful staff induction programme. (3 marks)

(i) _____

(ii) _____

(iii) _____

6. Give **three** reasons that make it necessary for an organization to train it's employees. (3 marks)

(i) _____

(ii) _____

(iii) _____

7. Highlight **four** benefits that may be realized by an organization that carries out employee succession from within. (4 marks)

(i) _____

- (ii) _____

- (iii) _____

- (iv) _____

8. Outline **three** challenges that may be posed by a highly skilled workforce in an organization. (3 marks)

- (i) _____

- (ii) _____

- (iii) _____

9. Highlight **three** factors that may limit a human resource manager in carrying out job analysis. (3 marks)

- (i) _____

- (ii) _____

- (iii) _____

10. State **three** types of training that may be carried out for staff in an organization. (3 marks)

- (i) _____

- (ii) _____

- (iii) _____

SECTION B (68 marks)

Answer any FOUR questions from this section in the answer booklet provided.

11. (a) Explain **six** factors that may lead to poor implementation of human resource plans in an organization. (9 marks)
- (b) Most organizations request their potential employees to undergo a medical test. Highlight **four** reasons that make this necessary. (8 marks)
12. (a) Explain the situations that may necessitate a human resource manager to use questionnaires for collecting data in a job analysis exercise. (9 marks)
- (b) Highlight **four** circumstances under which an organization may use an employment bureau to recruit staff. (8 marks)
13. (a) Highlight **six** negative consequences of poor placement of employees in an organization. (9 marks)
- (b) Outline **four** ways through which the training needs of employees can be identified. (8 marks)
14. (a) Explain **six** activities that a human resource manager should undertake to ensure effective succession planning in an organization. (9 marks)
- (b) Outline **four** preparations that should be made before carrying out an employee induction exercise. (8 marks)
15. (a) The human resource manager at Hema limited is reluctant to have the organization's employees participate in corporate social responsibility activities. Explain **six** reasons he may have for this reluctance. (9 marks)
- (b) Information for a job analysis exercise can be derived from a number of sources. Outline **four** such sources. (8 marks)