

Name _____ Index No. _____ / _____

3201
PERSONNEL MANAGEMENT
STAGE III
November 2012
Time: 3 hours

Candidate's Signature _____

Date _____



THE KENYA NATIONAL EXAMINATIONS COUNCIL

**BUSINESS EDUCATION SINGLE AND GROUP CERTIFICATE
EXAMINATIONS**

PERSONNEL MANAGEMENT

STAGE III

3 hours

INSTRUCTIONS TO CANDIDATES

Write your name and index number in the spaces provided above.
Sign and write the date of the examination in the spaces provided above.
This paper consists of **SEVEN** questions.
Answer any **FIVE** questions in the spaces provided in this question paper.
All questions carry equal marks.

For Examiner's Use Only

Question	1	2	3	4	5	6	7	TOTAL
Marks								

This paper consists of 12 printed pages.

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

1. (a) Highlight **five** responsibilities of the Personnel Department in an organization. (10 marks)
- (b) One of the roles of a team leader is to improve team spirit. Explain the ways through which this role can be played. (10 marks)
2. (a) Explain **five** reasons why it is important to establish a grievance handling procedure in an organization. (10 marks)
- (b) Human resource plans may be difficult to implement. Explain the reasons that may lead to this situation. (10 marks)
3. (a) Outline the factors that may account for ineffective performance appraisal in an organization. (10 marks)
- (b) Explain the circumstances under which an organization may find it appropriate to provide off-the-job training to its workers. (10 marks)
4. (a) Highlight **five** circumstances under which job transfers can increase employee job satisfaction. (10 marks)
- (b) In disciplining an errant employee, a supervisor should ensure that the rights of the employee are not violated. Outline **five** such rights. (10 marks)
5. (a) The Government of Kenya has been encouraging civil servants to join contributory pension schemes. Explain **five** benefits that the civil servants would get by taking up this proposal. (10 marks)
- (b) Outline the factors that managers of a firm should consider when negotiating a salary review with the workers' trade union. (10 marks)
6. (a) Highlight the reasons that would make it necessary for a company to review its employee selection process. (10 marks)
- (b) Outline the financial incentives that an organization may offer to its employees in order to enhance their productivity. (10 marks)
7. (a) Highlight **five** areas of an organization that should be covered in an induction programme for new employees. (10 marks)
- (b) Explain **five** negative consequences of indiscipline among employees in an organization. (10 marks)