

3201
PERSONNEL MANAGEMENT
STAGE III
July 2007
Time: 3 hours



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THE KENYA NATIONAL EXAMINATIONS COUNCIL
BUSINESS EDUCATION SINGLE AND GROUP CERTIFICATE
EXAMINATIONS

PERSONNEL MANAGEMENT
STAGE III

3 hours

INSTRUCTIONS TO CANDIDATES

This paper consists of SEVEN questions.

Answer any FIVE questions.

All questions carry equal marks.

This paper consists of 2 printed pages

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

1. (a) The personnel department is one of the most important departments of many modern organizations.
Explain the role that the department plays in an organization. (10 marks)
- (b) Futu limited, a newly established manufacturing firm would like to recruit some employees.
Describe the different methods of recruitment available to the firm. (10 marks)
2. (a) Explain the importance of the interview as a technique of staff selection in an organization. (12 marks)
- (b) One of the basis of promoting employees in an organization is seniority. Highlight the arguments in favour of this basis of employee promotion. (8 marks)
3. (a) There are certain human evaluative errors that may occur in numerical forms of performance appraisal.
Outline these errors. (10 marks)
- (b) Some organizations show a lot of resistance to the unionization of their employees.
Highlight the reasons that may account for such resistance. (10 marks)
4. (a) Explain the factors the management of an organization should consider in determining the overall wage and salaries policy for employees. (12 marks)
- (b) There are certain key policy issues that employers have to consider in developing pension plans for their workers.
Highlight these policy issues. (8 marks)
5. (a) There are certain ways in which the conduct of a training exercise as a staff development process would be motivating to the learners.
Explain these ways of motivating the learners during training. (10 marks)
- (b) One of the foundations for effective discipline is a system of progressive penalties.
Describe this system of progressive penalties. (10 marks)
6. (a) Describe the essential components of a Job Description. (12 marks)
- (b) For effective leadership a manager should have certain social skills and traits.
Highlight these social skills and traits. (8 marks)
7. (a) There are certain factors that tend to promote the cohesiveness of a work group.
Outline these factors. (10 marks)
- (b) Herzberg's Two-factor Theory of motivation distinguishes between hygiene factors and motivators.
Highlight the motivators in accordance to this theory. (10 marks)