

Name _____ Index No. _____ / _____

3801/206
HUMAN RESOURCE MANAGEMENT
November 2014
Time: 3 hours

Candidate's Signature _____

Date _____



THE KENYA NATIONAL EXAMINATIONS COUNCIL

HIGHER DIPLOMA IN SECRETARIAL MANAGEMENT

HUMAN RESOURCE MANAGEMENT

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 SIX questions.

Answer question ONE and any other THREE questions in the spaces provided in this question paper.

All questions carry equal marks.

Do NOT remove any pages from this question paper.

Candidates should answer the questions in English.

For Examiner's Use Only

Question	1	2	3	4	5	6	TOTAL SCORE
Candidate's Score							

This paper consists of 16 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 (40 marks)

Answer question ONE in the spaces provided.

COMPULSORY

1. *Read the passage below and answer the questions that follow.*

HUMAN RESOURCE PRACTICE AT TUKUZA LIMITED

Tukuza Limited is a private company that deals in the sale of secretarial service-related office equipment such as word processors, filing cabinets, photocopiers, automatic telephone answering machines and franking machines. This company was established in 2000 by a group of secretarial management graduates who identified the need for such equipment in many local villages following successful implementation of rural electrification programme. This organization employs over 15 employees most of whom are on permanent terms.

The management of Tukuza Limited believes that its most important resources is its staff who supply it with their services, talent, creativity and drive. The Human Resource Manager, Mary Kanene, believes that, without competent staff at the managerial as well as operational levels, the firm would either pursue inappropriate goals or find it difficult to achieve its set goals. She also understands just too well that, for successful and effective functioning of an organization like theirs, staff are the essential ingredient since the difference between success and failure depends on the quality of employees.

In view of the management's belief about human resources, this organization strives to ensure that its employee policies are in harmony with the societal needs. This is demonstrated by its efforts to ensure provision of good working environment for its staff especially in a country faced with a big challenge of workers' exploitation. In addition, the management seeks to provide employees with adequate incentives to take care of their needs.

More importantly, the management of Tukuza Limited strives to afford its employees on-the-job training on an on-going basis. This is done through well-designed training through induction, delegation and apprenticeship. This is meant to make employees more competent and responsible at work and where possible, in all aspects of life. This arises from management's belief that, psychologically, well-adjusted employees are able to achieve higher levels of competence and creativity in the workplace.

The Human Resource Manager of the company undertakes systematic planning for manpower requirements as part of overall business planning. In doing this, the manager often has to consider various aspects related to employee resourcing at the industry and individual levels. Although human resource planning is one of the most complex managerial functions, Mary Kanene always achieves the intended outcomes in relation to this function. She understands that effective human resource planning requires the management to conduct regular checks to ensure that the goals set are achieved.

The Human Resource department of Tukuza Limited also accords great importance to the provision of a worthwhile pension scheme. The management strives to avail an attractive pension policy which is aligned to the needs of employees. It also enables employees to take personal responsibility in making informed choices on the way to work and move into retirement. Other benefits provided to employees in this organization include: provision of company cars, fuel allowance, subsidized meals, clothing allowance, refunds on telephone costs incurred, mobile phones and credit card facilities.

In line with the company's concern for employee welfare, the management of Tukuza Limited hired an experienced employee welfare officer. This was as a result of a series of incidents relating to industrial accidents and injuries among employees. Unsafe conditions leading to accidents included unsafe and defective equipment, hazardous arrangement of machines as well as inadequate safety devices. The Employee Welfare Officer was mandated to design health and safety policies and programmes concerned with prevention and mitigation of safety hazards. In doing this, the management believes that the alarming level of accidents in the organization would be managed effectively by having an officer in charge of this significant aspect in relation to employees' working life.

- (a) Describe the steps that Mary Kanene may have followed in carrying out the systematic manpower planning at Tukuza Limited. (8 marks)
- (b) Highlight the benefits of the method used for training employees at Tukuza Limited. (12 marks)
- (c) Explain the reasons that may have prompted the management of Tukuza Limited to develop an attractive pension scheme. (10 marks)
- (d) Explain the steps that the Employee Welfare Officer at Tukuza Limited should take in order to minimize accidents in the organization. (10 marks)

SECTION B (60 marks)

Answer any THREE questions in the spaces provided.

2. (a) There are a number of benefits that would accrue to an organization that embraces good human resource management practices. Explain such benefits. (10 marks)
- (b) Chemot, a system analyst, has been hired by Wandu Limited to develop its human resource information system (HRIS). Describe the stages that she should follow in carrying out the exercise. (10 marks)
3. (a) The Human Resource Manager of Mwatike Limited is in the process of selecting a job evaluation method to adopt in the organization. Explain the criteria that the method selected should meet for it to be effective. (10 marks)
- (b) The management of Katu Limited insists on hiring employees of diverse cultures and backgrounds. Highlight the advantages that the organization may derive from such practices. (10 marks)
4. (a) Explain the objectives of having a salary administration policy in an organization. (10 marks)
- (b) The Human Resource Officer at Kimwetu Enterprises is in the process of developing a training programme for the employees. He has to decide on whether to develop E-learning programme, conduct in-house training or to outsource the training. Highlight the factors that he should consider when making this decision. (10 marks)
5. (a) There are certain factors that determine the salary level of employees in a given industry. Explain these factors. (10 marks)
- (b) Kamweru, a newly recruited human resource manager, is in the process of carrying out a job design. Outline the principles that he should follow in carrying out the exercise. (10 marks)
6. (a) Human resource practitioners often encounter some challenges during the implementation of human resource strategies. Explain the measures that the practitioners should take in order to overcome these challenges. (10 marks)
- (b) Disciplinary measures taken against employees who breach the code of conduct in an organization are based on some prescribed principles. Outline the principles. (10 marks)