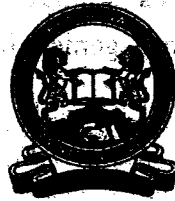


Name \_\_\_\_\_ Index No. \_\_\_\_\_

**3808/201**  
**FUNDAMENTALS OF HUMAN**  
**RESOURCE MANAGEMENT**  
**July 2014**  
**Time: 3 hours**

Candidate's Signature \_\_\_\_\_

Date \_\_\_\_\_



**THE KENYA NATIONAL EXAMINATIONS COUNCIL**

**HIGHER DIPLOMA IN HUMAN RESOURCE MANAGEMENT**

**FUNDAMENTALS OF 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 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.*
- Candidates should answer the questions in English.*

**For Examiner's Use Only**

Question	1	2	3	4	5	6	7	TOTAL SCORE
Candidate's Score								

**This paper consists of 20 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) Mr. Kifagio the Human Resource Manager at Tashi Ltd, intends to incorporate culture change in the newly formulated Human Resource Management Strategies of the company. Explain the measures that he should take to ensure that the employees in the firm embrace the new culture. (12 marks)
- (b) Explain the ways in which employees in a firm could be empowered in order for them to embrace total quality management in their operations. (8 marks)
2. (a) Ukweli Insurance company has adopted a narrow and flat organizational structure by merging several departments and reducing the layers of management levels in the organization. Outline the benefits that the company may derive from this move. (12 marks)
- (b) Outline the ways in which a human resource manager would apply gender mainstreaming as a way of enhancing employee relations in a firm. (8 marks)
3. (a) Lima Ltd has decided to adopt the matrix organizational structure for its operations. Highlight the benefits that may accrue to the organization as a result of this move. (12 marks)
- (b) One of the roles of the Human Resource Management (HRM) function is the guidance role. Explain the ways in which HRM plays this role in an organization. (8 marks)
4. (a) Highlight the time wasters that a manager should avoid in the performance of his duties. (12 marks)
- (b) One of the objectives of the human resource manager is to ensure optimal utilization of the human resource in the organization. Explain the ways in which such a manager would facilitate attainment of this objective. (8 marks)
5. (a) Explain the reasons that may account for employees' resistance to change in an organization. (12 marks)
- (b) Explain the ways in which the legal environment may influence the organizational structure adopted by a firm. (8 marks)
6. (a) One form of job design is the autonomous work groups. Highlight the features that characterize such a group. (10 marks)
- (b) Outline the benefits that an organization may derive from adhering to the principle of unity of command. (10 marks)
7. (a) The Human Resource Review is one form of audit of the Human Resource function. Describe the steps that should be followed in such a review. (10 marks)
- (b) Explain the measures that a human resource manager could take to build a committed workforce in an organization. (10 marks)