

3808/201
FUNDAMENTALS OF
HUMAN RESOURCE MANAGEMENT
July 2016
Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL
HIGHER DIPLOMA IN HUMAN RESOURCE MANAGEMENT

FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

3 hours

INSTRUCTIONS TO CANDIDATES

This paper consists of SEVEN questions.
Answer any FIVE questions.
All questions carry equal marks.
Write your answers in the answer booklet provided.
Candidates should answer the questions in English.

This paper consists of 3 printed pages.

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

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Turn over

1. (a) Nick Limited has adopted the Management by Objectives (MBO) approach in an effort to improve performance in his organization. Give **five** reasons that may justify his move. (10 marks)
- (b) Timau Enterprises has adopted the Balanced Score Card method in evaluating its human resource management function. Analyze **five** challenges that may be associated with this method. (10 marks)
2. (a) In an effort to enhance efficiency, Mabru Limited is in the process of implementing work simplification in its operations. Explain **five** benefits that the organization is likely to derive from this move. (10 marks)
- (b) One of the functions of a human resource officer is to manage diversity in the workplace. Examine **five** interventions that he may put in place to achieve this function. (10 marks)
3. (a) Employee career planning and development is one of the roles of a human resource manager. Explain **five** aspects of an employee's career that he could offer guidance on. (10 marks)
- (b) It is sometimes desirable for a manager to use informal approaches when dealing with interpersonal conflicts at work. Give **five** reasons that may justify this approach. (10 marks)
4. (a) Human resource managers may adopt certain strategies to facilitate the effectiveness of work teams. Highlight **five** such strategies. (10 marks)
- (b) Zefra Limited is in the process of implementing a job enlargement scheme for some of its employees. Explain **five** problems that the organization is likely to encounter when implementing the scheme. (10 marks)
5. (a) Highlight **five** time management techniques that a manager may adopt in order to improve his effectiveness at work. (10 marks)
- (b) Outline **five** reasons that make it necessary to have a code of ethics for human resource practitioners. (10 marks)
6. (a) Mr. Kasoi, who has been hired by Patts Limited as a human resource manager, is in the process of developing a HIV and AIDS workplace policy for the organization. Advise him on **five** issues that he should address in the policy. (10 marks)
- (b) Janet, a human resource officer at Metsa Ltd, intends to carry out a work measurement exercise for clerical staff in the firm. Highlight **five** problems that she might encounter while carrying out the exercise. (10 marks)

7. (a) Explain **five** benefits of using committees in the management of an organization. (10 marks)
- (b) Explain **five** strategic human resource management practices that a human resource manager may employ in order to enhance organizational performance. (10 marks)

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