

Name: _____ Index No. _____ / _____

3808/206
PERSONNEL ADMINISTRATION
July 2014
Time: 3 hours

Candidate's Signature: _____

Date: _____



THE KENYA NATIONAL EXAMINATIONS COUNCIL

HIGHER DIPLOMA IN HUMAN RESOURCE MANAGEMENT

PERSONNEL ADMINISTRATION

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 1 and any other THREE questions in the spaces provided in this booklet.

Question 1 carries 40 marks.

All other questions carry 20 marks each.

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 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. *Read the case below and then answer the question that follows.*

TOUGH TIMES AT TOUGH-TOES FOOTWARE (TTF) LIMITED

Tough-Toes Footware (TTF) Limited is a firm that specializes in the manufacture of shoes and slippers for women and children. It is located in a large godown in the industrial area of Nairobi. It has a distribution network spanning all the major towns in the country. The firm was established thirty years ago by Mr Khan. It was initially a family business with Mr Khan providing the professional services of a cobbler, catering mainly for the footwear needs of his neighbours and associates. He was also the accountant and the personnel manager for the firm. He was able to cope as there was very minimal record keeping in the firm. The only other employee in those early stages was a Mr. Mutiso, who served as the messenger, clerk and handy man. As the quality of his products became widely appreciated, the business increased its customer base. Today, the firm is one of the largest producers of footwear locally.

The Khan family constitutes the bulk of the management staff. The company has also brought in several expatriates from Asia who have some remote relationship with the Khan family. These expatriates are the supervisors in the workshop. The firm employs over 100 artisans who work in shifts in the factory. These artisans are mostly young men and women. The age is a crucial consideration for securing employment, as the management believes that the young ones would not have acquired confrontational tendencies. Each of the artisans is expected to put in at least twelve hours of work per day.

The factory floor is very congested. There are several rows of electric machines closely placed in the open space. There are also very narrow aisles and gangways where the workers squeeze themselves as they move around. There are rolls of raw materials protruding on the aisles, broken-down machines are tucked away at every available space. The factory consists of very high walls with six inch ventilations at the top of the walls. Very bright light bulbs hang down from the roof on long wires. All doors are securely locked at all times except when the workers are reporting for work or leaving at the end of their shifts. They are not given meal breaks as they are expected to eat to their fill before reporting for work. They are however provided with a mug of coffee and a bun halfway through the shift. There is no functional toilet in the factory.

The firm has no manuals on working procedures. The workers who are expected to have some basic skills, learn those particular skills on the job. They are closely guided and supervised by the supervisors whose decisions are final. However, most of these supervisors do not have formal training in supervision or management. Most of them cannot even communicate clearly in either English or Swahili and therefore rely mainly on gestures and facial

expressions to convey their messages. Such gestures are usually conveyed in a very threatening manner, or so it appears to the employees. The workers are employed on casual terms and are therefore frequently hired and fired. There is no medical scheme for the workers. Should a worker fall sick, he or she is expected to cater for their own treatment. A worker who reports sick is likely to be sacked arbitrarily. Many workers experience health problems regularly such as breathing and eyesight problems. There are no first aid facilities in the factory.

There is no proper employee record keeping system. This is because of the high rate of employee turnover. It is also a way of minimizing available information to government authorities who may use the information to victimize the firm. The managing director however has been advised informally to institute some form of computerized human resource information system for the management cadre. Installation of the system would entail sourcing for both computer hardware and software, hiring of employees conversant with such systems and then installing the system. He is however skeptical about the usefulness of such a system. He does not understand how the expense involved would be justified.

- (a) Describe the factors that constitute health hazards at Tough-Toes Footwear Limited. (8 marks)
- (b) Outline the limitations of the working procedures at Tough-Toes Footwear Limited. (12 marks)
- (c) There are certain management practices at the company that violate the rights of workers. Highlight these practices. (10 marks)
- (d) The Managing Director of TTF limited did not understand how the expense involved in computerizing personnel record keeping system could be justified. Explain to him the benefits that would justify the expense. (10 marks)
2. (a) The management of Nkosi Limited has noticed an increase in the level of accidents among workers in the workplace. Explain the measures that the management may take to reverse this trend. (10 marks)
- (b) Employers in Kenya have increasingly been organizing pre-retirement training for their employees. Explain the benefits that an employee may derive from attending such training. (10 marks)
3. (a) The management of Tamaa Limited has noted an increased level of sexual harassment claims among its employees. Outline the measures that the management should take to reverse the trend. (10 marks)
- (b) Outline the work-related factors that may lead to stress among employees in an organization. (10 marks)

