

**041306T4BUS**

**BUSINESS MANAGEMENT LEVEL 6**

**BUS/OS/BM/CR/02/6/A**

**MANAGE HUMAN RESOURCE**

**Nov/Dec 2023**



**TVET CURRICULUM DEVELOPMENT, ASSESSMENT AND CERTIFICATION  
COUNCIL (TVET CDACC)**

**WRITTEN ASSESSMENT**

**Time: 3 Hours**

**INSTRUCTIONS TO CANDIDATES**

1. This paper has **TWO** sections **A** and **B**.
2. You are provided with a separate answer booklet.
3. Marks for each question are indicated in the brackets ( ).
4. Do not write on the question paper.

**This paper consists of THREE (3) printed pages.**

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

**SECTION A (40 MARKS)**

**Answer ALL questions in this section**

1. You have been appointed as a performance Contract coordinator in a manufacturing firm. Outline **five** objectives of performance management that your office shall strive to achieve. (5 Marks)
2. ABC Limited has been incorporated in Kenya and shall begin its operations soon. Suggest **four** types of human resource policies that they may require to operate. (4 Marks)
3. A consultant has recommended for the formation of teams in your organization to spear head different projects. Highlight **four** benefits that the organization may derive from implementing this recommendation. (4 Marks)
4. Outline **three** ways of dealing with non-performing employees in an organization. (3 Marks)
5. ABC limited conducted an induction program for its employees and it did not meet its objectives. Highlight **four** circumstances that may have led to the failure. (4 Marks)
6. List **five** off-the job methods that may be used to train employees in an organization. (5 Marks)
7. XYZ Bank recruits bank tellers from its pool of direct sales representatives. Outline **four** benefits that the bank may derive from this approach to recruitment. (4 Marks)
8. An employee W has performed very poorly in the first quarter performance appraisal. Analyse **four** factors that may have contributed to the performance. (4 Marks)
9. Outline **three** ways of avoiding stigma to employees put on work improvement programme. (3 Marks)
10. A flower firm has layed off some of its employees. List **four** situation that may have led to the layoffs. (4 Marks)

**SECTION B (60 MARKS)**

**Answer any THREE questions in this section.**

**Maximum marks for each question in 20.**

11. (a) You have been tasked to facilitate a training on performance improvement. Suggest **five** guidelines that you should follow for effective delivery. (10 Marks)
- (b) Explain **five** circumstances under which an organization may find it appropriate to use the time rate system of remunerating employees. (10 Marks)
12. (a) Explain **five** benefits that may accrue to an organization that practices effective human resource planning. (10 Marks)
- (b) Succession planning while crucial for an organization long term success, comes with its fair share of challenges. Identify **five** challenges associated with the practice. (10 Marks)
13. (a) ABC Limited has engaged a system developer for a human resource management information system. Highlight **five** benefits of adopting the system. (10 Marks)
- (b) Highlight **five** reasons that may account for increase in embracement of workforce cultural diversity in most organizations. (10 Marks)
14. (a) Zuhura Limited has adopted the use of non-monetary rewards for their employees. Analyse **five** reasons that may have led to this move. (10 Marks)
- (b) You have been tasked to make a presentation on ranking employees' performance in the appraisal period. Highlight **five** benefits that you would explain. (10 Marks)