

Name: _____

Index No: _____

1908/101
 ELEMENT OF HUMAN RESOURCE
 MANAGEMENT
 July 2012
 Time: 3 hours

Candidate's Signature: _____

Date: _____

SC



THE KENYA NATIONAL EXAMINATIONS COUNCIL

CRAFT CERTIFICATE IN HUMAN RESOURCE MANAGEMENT

MODULE I

ELEMENTS 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 the examination in the spaces provided above.
 This paper consists of **TWO** sections, **A** and **B**.
 Answer **ALL** the questions in section **A** in the spaces provided in this question paper.
 Answer any **FOUR** questions from section **B** in the spaces provided in this question paper.

For Examiner's Use Only

SECTION A

Question	1	2	3	4	5	6	7	8	9	10	Total Score
Marks											

SECTION B

Question	11	12	13	14	15	Total Score	Grand Total
Marks							

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 (32 marks)

Answer ALL the questions in this section in the spaces provided.

1. Highlight **three** ways through which a Human Resource Manager may ensure employee retention in an organization. (3 marks)

- (i) _____

- (ii) _____

- (iii) _____

2. Outline **three** challenges that personnel managers may have faced after independence in Kenya. (3 marks)

- (i) _____

- (ii) _____

- (iii) _____

3. Give **three** reasons that may make an employee quit a group in an organization. (3 marks)

- (i) _____

- (ii) _____

- (iii) _____

4. Outline **four** sources of human resource policies in an organization. (4 marks)

- (i) _____

(ii) _____

(iii) _____

(iv) _____

5. Give **four** types of records that may be kept in an employee's personal file. (4 marks)

- (i) _____

(ii) _____

(iii) _____

(iv) _____

6. Highlight **three** reasons that may make it necessary for a Human Resource Manager to regulate the use of mobile phones by employees in an organization. (3 marks)

- (i) _____

(ii) _____

(iii) _____

7. Highlight **three** challenges that may be faced by an organization that computerizes its human resource records. (3 marks)
- (i) _____
 - _____
 - (ii) _____
 - _____
 - (iii) _____
 - _____
8. Outline **three** responsibilities of a Human Resource Manager to an organization's top management. (3 marks)
- (i) _____
 - _____
 - (ii) _____
 - _____
 - (iii) _____
 - _____
9. Outline **two** benefits of establishing specific human resource policies in an organization. (2 marks)
- (i) _____
 - _____
 - (ii) _____
 - _____
10. Highlight **four** benefits that may be realized by an employee who joins a group in an organization. (4 marks)
- (i) _____
 - _____
 - (ii) _____
 - _____
 - (iii) _____
 - _____
 - (iv) _____
 - _____

SECTION B (68 marks)

Answer any **FOUR** questions from this section in the spaces provided.

11. (a) Explain **six** benefits that may accrue to an organization from effective human resource planning. (9 marks)
- (b) Outline **four** bureaucratic principles that can be applied by Human Resource Managers in organizations today. (8 marks)
12. (a) The Human Resource Manager at Pepeo Ltd has noticed that the existence of informal groups has had a negative effect on employee performance. Explain **six** ways through which he can break these groups. (9 marks)
- (b) Highlight **four** measures that should be put in place to ensure the security of computerized human resource records. (8 marks)
13. (a) Explain **six** reasons that make it necessary for an organization to establish written human resource policies. (9 marks)
- (b) The Human Resource Manager at Baraka Ltd has noticed poor human relations among employees in the organization. Explain **four** measures that he should take to improve the situation. (8 marks)
14. (a) Explain **six** ways in which a Human Resource Manager can cope with the challenges associated with HIV and AIDS among employees in an organization. (9 marks)
- (b) Outline **four** ways through which human resource policies may be communicated to employees in an organization. (8 marks)
15. (a) Work groups at Kwetu Ltd have been performing below expectations in the recent past. Highlight **six** measures that the Human Resource Manager should take to address this problem. (9 marks)
- (b) Some organizations require their employees to carry out various tasks instead of specializing in one task. Outline **four** benefits that an organization may obtain from enforcing this requirement. (8 marks)