

Name _____

Index No _____/_____/_____

1908/201

PRACTICE OF HUMAN RESOURCE
MANAGEMENT

November 2012

Time: 3 hours

Candidate's Signature _____

Date _____



THE KENYA NATIONAL EXAMINATIONS COUNCIL

CRAFT CERTIFICATE IN HUMAN RESOURCE MANAGEMENT
MODULE II

PRACTICE 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 TWO sections; A and B.**Answer ALL 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
Marks											

SECTION B

Question	11	12	13	14	15	TOTAL
Marks						

GRAND
TOTAL

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.

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

1. Outline **four** types of training programmes that an organization may offer to its employees. (4 marks)

(i) _____

(ii) _____

(iii) _____

(iv) _____

2. Highlight **three** methods that can be used for the recruitment of employees in an organization. (3 marks)

(i) _____

(ii) _____

(iii) _____

3. Explain **three** challenges that a human resource manager may face when supervising staff who are expected to do different types of jobs in an organization. (3 marks)

(i) _____

(ii) _____

(iii) _____

4. Give **two** reasons why a succession management programme is necessary in an organization. (2 marks)

- (i) _____

- (ii) _____

5. Outline **three** principles that should be adhered to when carrying out job placement for workers in an organization. (3 marks)

- (i) _____

- (ii) _____

- (iii) _____

6. Outline **three** characteristics of a good employment test. (3 marks)

- (i) _____

- (ii) _____

- (iii) _____

7. Highlight **four** factors that may affect human resource planning in an organization. (4 marks)

- (i) insecurity _____

- (ii) _____

- (iii) _____

(iv) _____

8. State **four** disadvantages of a questionnaire as a method of collecting data in a job analysis exercise. (4 marks)

(i) _____

(ii) _____

(iii) _____

(iv) _____

9. Give **three** reasons that may make it necessary to train employees in an organization. (3 marks)

(i) _____

(ii) _____

(iii) _____

10. List **three** activities that are carried out in a human resource planning exercise. (3 marks)

(i) _____

(ii) _____

(iii) _____

SECTION B (68 marks)

*Answer any **FOUR** questions in this section in the spaces provided.
All questions carry equal marks.*

11. (a) Explain **six** methods that may be used to determine whether an employee training programme has achieved its intended objectives. (9 marks)
- (b) Highlight **four** limitations associated with internal recruitment of employees in an organization. (8 marks)
12. (a) Describe the process followed in Human Resource planning in an organization. (9 marks)
- (b) Highlight the contents of a job specification. (8 marks)
13. (a) Highlight **six** guidelines that should be followed when carrying out job interviews in an organization. (9 marks)
- (b) Balancing work with family life has become a major challenge for employees. Outline **four** programmes that organizations can put in place to help employees cope with this challenge. (8 marks)
14. (a) Outline **six** areas that should be covered in an employee induction programme. (9 marks)
- (b) Highlight **four** measures that a human resource manager may take to ensure proper succession management in an organization. (8 marks)
15. (a) Outline **six** reasons that may make it necessary for an organization to conduct a job analysis exercise. (9 marks)
- (b) Organizations rarely use television as a media for advertising vacant job positions. Highlight **four** reasons for this situation. (8 marks)