

Name \_\_\_\_\_ Index No \_\_\_\_\_ / \_\_\_\_\_

2908/101  
**FOUNDATIONS OF HUMAN RESOURCE  
 MANAGEMENT**  
 July 2015  
 Time: 3 hours

Candidate's Signature \_\_\_\_\_

Date \_\_\_\_\_



**THE KENYA NATIONAL EXAMINATIONS COUNCIL**  
**DIPLOMA IN HUMAN RESOURCE MANAGEMENT**  
**MODULE I**

**FOUNDATIONS 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 SEVEN questions.*

*Answer any FIVE questions.*

*All questions carry equal marks.*

*Write your answers in the spaces provided in this question paper.*

*Do NOT remove any pages from this question paper.*

*Candidates should answer the questions in English.*

**For Examiner's Use Only**

Question	1	2	3	4	5	6	7	TOTAL SCORE
Candidate's Score								

**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.**

1. (a) Outline **five** ways in which the human relations theory as advocated by Elton Mayo has contributed towards the development of human resource practice. (10 marks)
- (b) Highlight **five** factors that may limit the effectiveness of tests as a method of employee selection in an organization. (10 marks)
2. (a) One of the roles of a human resource manager is the procurement of employees in an organization. Outline **five** duties in relation to this role. (10 marks)
- (b) Explain **five** consequences that an organization may face from operating without appropriate human resource policies. (10 marks)
3. (a) Give **five** reasons that make it necessary for organizations to carry out human resource planning. (10 marks)
- (b) Highlight **five** external factors that may affect the execution of the recruitment function in an organization. (10 marks)
4. (a) Outline **five** guidelines that should be followed by an interviewing panel to ensure that employee selection interviews are effective. (10 marks)
- (b) Explain **five** benefits that a newly recruited employee may derive from a properly conducted induction training program in an organization. (10 marks)
5. (a) Explain **six** ways in which information obtained from a job analysis exercise may be useful to an organization. (12 marks)
- (b) Outline **four** limitations of using employee referrals as a source of recruitment in an organization. (8 marks)
6. (a) Koka Ltd maintains their human resource records in manual form. Highlight **five** challenges that the organization is likely to face from this practice. (10 marks)
- (b) Outline **five** methods that may be used by an organization to sensitize employees on human resource policies. (10 marks)
7. (a) Highlight **four** measures that a human resource manager may take to ensure appropriate placement of employees in an organization. (8 marks)
- (b) Explain **six** types of information that a job description should possess. (12 marks)