

2908/101
FOUNDATIONS OF HUMAN RESOURCE
MANAGEMENT
July 2017
Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL
DIPLOMA IN HUMAN RESOURCE MANAGEMENT

MODULE I

FOUNDATIONS OF HUMAN RESOURCE MANAGEMENT

3 hours

INSTRUCTIONS TO CANDIDATES

*This paper consists of SEVEN questions.
Answer any FIVE questions.
All questions carry equal marks.
Write your answers in the answer booklet provided.
Candidates should answer the questions in English.*

This paper consists of 2 printed pages.

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

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Recruitment

(a) Explain five circumstances under which an organization may use head hunting when filling management positions. (10 marks)

- When they want to do salary
- If they want to promote
- If they want to transfer
- If they want to gather more info about the person

job analysis

(a) Outline five aspects of a job that should be contained in a job description. (10 marks)

- Job identification
- Hazards
- Supervision
- Summary
- Working conditions
- Relation with other jobs

induction

(a) Explain five benefits that new employees may derive from going through a job induction programme. (10 marks)

- Her fear/nervousness will be relieved
- Help her feel free to interact with other mbrs
- Her morale of work will go high
- Help her feel motivated
- Her image of company & employees

intro

(b) Human resource management as a discipline has certain characteristics. Outline five such characteristics. (10 marks)

- Has many multi-disciplinary
- Human dignity
- People centred
- Its a continuous exercise
- Recognition

policy

(a) Give five reasons make it necessary for human resource policies to be clearly displayed in an organization's premises. (10 marks)

- Create law & order
- Promote equality & fairness
- Ensures job flow & communication
- Promotes growth
- Ensures that work standards are followed

intro

(b) The scientific management approach by Frederick Taylor advocated for certain principles in relation to human resource management. Explain five benefits that an organization may derive from applying these principles. (10 marks)

- Improves productivity
- Leads to satisfaction of employees
- Helps create strong relation & cooperation of workers
- Ensures that work standards are followed
- Helps create strong relation & cooperation of workers

Policy

(a) Outline five features that an effective human resource policy should possess. (10 marks)

- It should be clear & simple
- It should enforce legality & compliance
- It should create law & order
- It should be clear & simple
- It should enforce legality & compliance

job analysis

(b) Highlight five limitations of using diaries to collect data for a job analysis exercise. (10 marks)

- Maybe recorded wrongly
- It should be clear & simple
- It should enforce legality & compliance
- It should create law & order
- It should be clear & simple

Recruitment

(a) Explain five ways in which information provided by job candidates through application blanks may be useful to a human resource manager. (10 marks)

- To reduce labour turnover
- To reduce absenteeism
- To improve morale of employees
- To ensure there is good product flow
- To reduce labour turnover

HRP

(b) Outline five guidelines that should be followed to ensure effective human resource planning in an organization. (10 marks)

- To reduce labour turnover
- To reduce absenteeism
- To improve morale of employees
- To ensure there is good product flow
- To reduce labour turnover

Records

(a) Papa Limited is in the process of computerizing its human resource records. Highlight five challenges that the organization may face from this undertaking. (10 marks)

- Resistance from user
- Incompatibility
- Cost of hardware is higher
- Uses electricity
- Cost of training specialists
- Its difficult to

decentralization

(b) Give five reasons that make it necessary for a human resource department to be divided into sections. (10 marks)

- To reduce noise
- To ensure constructive work will be done
- To improve morale of employees
- To ensure there is good product flow
- To reduce labour turnover

Recruitment

(a) Give five reasons that justify the need for an organization to carry out proper job placement for its employees. (10 marks)

- To reduce labour turnover
- To reduce absenteeism
- To improve morale of employees
- To ensure there is good product flow
- To reduce labour turnover

Policy

(b) Outline five components of a good employee recruitment policy. (10 marks)

- Sources of information - Internal/external
- Design of advertisement
- Online advertisement
- Interviews
- Characterizing of candidates

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