

2908/201

**THEORY AND PRACTICE  
OF HUMAN RESOURCE MANAGEMENT**

November 2016

Time: 3 hours



**THE KENYA NATIONAL EXAMINATIONS COUNCIL**

**DIPLOMA IN HUMAN RESOURCE MANAGEMENT  
MODULE II**

**THEORY AND PRACTICE 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.**

1. (a) Outline **five** factors that a human resource manager should consider when developing an organization's employee remuneration policy. (10 marks)
- (b) Explain **five** circumstances under which a human resource manager may find it appropriate to adopt the peer performance appraisal method. (10 marks)
2. (a) Give **five** reasons that may make it necessary for firms to provide welfare facilities to employees. (10 marks)
- (b) Explain **five** circumstances under which an employee's dismissal from an organization may be termed unfair. (10 marks)
3. (a) Expatriates may enjoy certain special benefits for the inconveniences caused from working and living in a foreign country. Explain **five** such benefits. (10 marks)
- (b) Outline **five** factors that should be considered when designing a training programme for employees in an organization. (10 marks)
4. (a) Give **five** reasons that may make an employee to be declared redundant in an organization. (10 marks)
- (b) Highlight **five** measures that a human resource manager should take in order to ensure effective performance appraisal in an organization. (10 marks)
5. (a) Highlight **four** benefits that employees may derive from forming welfare associations in an organization (8 marks)
- (b) An organization's health and safety programme should aim at achieving certain objectives. Explain **six** such objectives. (12 marks)
6. (a) Outline **five** benefits of using mentoring as a method of training employees in an organization. (10 marks)
- (b) Give **five** reasons why it may become necessary to review the salaries of employees in an organization. (10 marks)
7. (a) Highlight **five** responsibilities of employees in ensuring their own health and safety at the workplace. (10 marks)
- (b) Instead of using a full time counsellor, Waf Ltd usually engages an external counsellor for the provision of counselling services to its employees. Explain **five** reasons that may justify this arrangement. (10 marks)

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