

2908/201

**THEORY AND PRACTICE OF
HUMAN RESOURCE MANAGEMENT**

November 2017

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 in the answer booklet provided.

All questions carry equal marks.

Maximum marks for each part of a question are as indicated.

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) Give **four** reasons that make it necessary for a human resource manager to carry out a job evaluation exercise in an organization. (8 marks)
- (b) Outline **six** factors that may limit the effectiveness of a performance appraisal exercise in an organization. (12 marks)
2. (a) Explain **five** benefits that a human resource manager may derive from carrying out training needs analysis in an organization. (10 marks)
- (b) Highlight **five** ways in which an employee may contribute to the occurrence of accidents in the workplace. (10 marks)
3. (a) Give **five** reasons that may lead to the retirement of an employee from an organization. (10 marks)
- (b) Outline **five** non-statutory deductions that may be made from an employee's salary. (10 marks)
4. (a) Highlight **five** measures that a human resource manager should take to ensure the health and safety of employees at the workplace. (10 marks)
- (b) Explain **five** benefits that an organization may derive from carrying out employee counselling. (10 marks)
5. (a) Kado Limited has introduced a fringe benefits scheme for its employees. Outline **five** factors that may have led to this move. (10 marks)
- (b) Human resource managers may face certain challenges from employing international senior managers. Explain **five** such challenges. (10 marks)
6. (a) Highlight **five** circumstances under which a human resource manager may find it necessary to use seminars when training employees in an organization. (10 marks)
- (b) Outline **five** limitations of using Management by Objectives as a method of performance appraisal in an organization. (10 marks)
7. (a) Outline **five** employee related factors that may lead to the termination of an employment contract. (10 marks)
- (b) Highlight **five** characteristics that a good employee benefit scheme should possess. (10 marks)

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