

**2908/201**  
**THEORY AND PRACTICE OF HUMAN**  
**RESOURCE MANAGEMENT**  
November 2022  
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.*  
*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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1. (a) Outline **five** indicators of an effective performance appraisal system in an organization. (10 marks)
- (b) An effective employee counselor should possess certain qualities. Outline **five** such qualities. (10 marks)
2. (a) Explain **five** reasons that may make an organization to adopt the on-the-job technique of employee training. (10 marks)
- (b) Explain **five** requirements that an employee incentive plan should meet to be effective. (10 marks)
3. (a) The reliability of performance appraisal may be limited by certain errors. Outline **five** such errors. (10 marks)
- (b) Highlight **five** circumstances under which an employee may resign from employment. (10 marks)
4. (a) The human resource manager at Zemko Limited is in the process of preparing a training policy. Outline **five** areas that should be covered by such a policy. (10 marks)
- (b) The rate of workplace accidents at Kesky Limited has been rising over the recent past. Highlight **five** ways in which the management may have contributed to this situation. (10 marks)
5. (a) The need for employee counseling may arise from work-related stress. Explain **five** causes of such stress. (10 marks)
- (b) Explain **five** ways in which job evaluation contributes to efficient wage and salary administration in an organization. (10 marks)
6. (a) Highlight **five** ways in which an organization may benefit from ensuring a safe working environment for its employees. (10 marks)
- (b) An expatriate returning from an international assignment may face certain challenges. Highlight **five** measures that the human resource manager may take to assist the expatriate to cope with the challenges. (10 marks)
7. (a) Highlight **five** circumstances under which the piece rate system of wage payment may not be appropriate. (10 marks)
- (b) Explain **five** conditions necessary for effective employee counseling. (10 marks)

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