



THE KENYA NATIONAL EXAMINATION COUNCIL

Qualification Code : 041305T4BUS
Qualification : BUSINESS MANAGER LEVEL 5
Unit Code : BUS/BM/CR/01/5
Unit of Competency : CORDINATE HUMAN RESOURCE FUNCTIONS

WRITTEN ASSESSMENT

INSTRUCTIONS TO CANDIDATE

You have **THREE (3)** hours to answer all the questions.

Marks for each question are as indicated in the brackets

The paper consists of **THREE** sections: **A, B** and **C**.

Do not write on the question paper

This paper consists of SEVEN (7) printed pages.

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

SECTION A: (20 MARKS)

In this section, each question carries one (1) mark. Attempt all questions in this section.

Choose the correct answer and write it in the answer booklet provided.

1. A human resource manager aims to-----in an organization
 - A. Match employee skills to the strategic decisions of the business
 - B. Improve communications with clients
 - C. Develop supply chains
 - D. Monitor customer behaviour

2. Which of the following is NOT a measure normally used to evaluate human resources' performance?
 - A. The delivery time of goods to customers
 - B. Increased labour productivity
 - C. Reduced labour turnover
 - D. Reduced absenteeism

3. Why would a HR manager monitor probable labour requirements of rivals?
 - A. To allow for voluntary redundancies
 - B. To let government, have details on labour turnover
 - C. To note what labour requirements might be needed by competitors and therefore affect the labour pool available to us
 - D. To note natural wastage

4. Which of the following is a type of perception?
 - A. visual
 - B. Auditory
 - C. Olfactory
 - D. All of the above

5. Which of the following is NOT a formal work group in an organization?
 - A. Command group
 - B. Task group
 - C. Interest group
 - D. Friendship group

6. Which of the following is a feature of internal training?
 - A. It takes place in a local college of education
 - B. It features regular visits to a staff training college
 - C. The training of individuals by current staff
 - D. The use of manuals to assist staff

7. Which of the following is an indicator of a successful training programme?
 - A. Greater awareness of market trends amongst customers
 - B. Improved staff morale
 - C. More direct selling of products
 - D. An increase in the tax liability of the business

8. Who is the person responsible for accomplishing an organization's goals by managing the efforts of the employees?
 - A. Manager
 - B. Entrepreneur
 - C. Generalist
 - D. Marketer

9. Report writing should always be done in-----
 - A. Passive voice
 - B. Direct speech
 - C. Active voice
 - D. All of the above

10. Which function of the management process requires a manager to establish goals and standards and to develop rules and procedures?
 - A. Planning
 - B. Organizing
 - C. Staffing
 - D. Leading

11. Claire spends most of her time at work establishing goals for her staff of fifty employees and developing procedures for various tasks. In which function of the management process does Claire spend most of her time?
- A. Leading
 - B. Controlling
 - C. Organizing
 - D. Coordinating
12. Which of the following is not a factor contributing to group cohesiveness
- A. Disparity in attitude and values
 - B. Status
 - C. Management behaviour
 - D. Previous success
13. Which of the following is a theory of motivation?
- A. Behavioral Theory
 - B. Traits Theory
 - C. Contingency Theory
 - D. Maslow's Theory
14. The following are challenges that may be faced by a human resource manager, **except?**
- A. Waste time with useless interviews
 - B. Hire the wrong person
 - C. Have your own people not to do job
 - D. Experience low turnover
15. Which of the following is the correct definition of line authority?
- A. Management over a small staff in a public firm
 - B. Management with flexible decision-making powers
 - C. A manager's right to advise other managers or employees
 - D. A manager's right to issue orders to other managers or employees

16. _____ consists of the learning opportunities designed to help employees to grow.
- A. Training
 - B. Development
 - C. Banking operations
 - D. None of the above
17. What may cause employees' grievances in an organization?
- A. Discrimination, lost opportunity, injustice done to employees
 - B. Harmony, mutual trust and understanding
 - C. Reasonable charter of demands
 - D. Employees' involvement in decision making
18. Which of the following is an internal source of change?
- A. Employee attitude
 - B. Political factors
 - C. Social
 - D. Competition
19. Which is not an advantage of incentive-based compensations?
- A. Incentives are important for inducement and motivation of workers for higher efficiency and greater output
 - B. Tendency to bypass quality in pursuit of increased output for higher incentives
 - C. Increase in employee earnings, results in enhanced standard of living of employees
 - D. Productivity increases and production capacity too, with reduced supervision
20. Which of the following is a reason for rewarding employees?
- A. Efficiency
 - B. Seniority
 - C. Physical fitness
 - D. Retention

SECTION B: (40 MARKS)

Attempt all questions from this section.

21. Describe the steps followed in policy formulation. (5marks)
22. Propose **five** advantages of internal recruitment. (5marks)
23. State **five** methods of implementing change. (5marks)
24. Highlight **five** hygiene factors as proposed by Herzberg in his Two Factor Theory. (5marks)
25. Outline **five** methods of carrying out employees' performance appraisal. (5marks)
26. Identify **five** elements of organization culture. (5marks)
27. Highlight **five** strategies that can be used by an organization to build an effective team. (5marks)
28. Propose **five** challenges that an organization may face from operating without effective human resource policies. (5marks)

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SECTION C: (40 MARKS)

Attempt any TWO questions from this section.

29. a) The Staff Performance Appraisal System is a critical component of the overall human resource management function in the public service. Explain any **five** limitations of performance appraisal. (10 marks)
- b) Motivation refers to external and internal factors that influence employees to perform a particular task or job well. Explain **five** benefits of staff motivation in an organization. (10 marks)
30. a) Strategic human resource management is an approach to people management and development that supports long-term performance goals with an overall framework. Explain **five** objectives of this approach (10 marks)
- b) Explain five measures required for making workers participation in management successful (10 marks)
31. a) Discuss **five** roles of human resource department in evaluating human resources effectiveness. (10 marks)
- b) Explain **five** strategies that an organization may adopt to reduce high labour turnover. (10 marks)