



## THE KENYA NATIONAL EXAMINATIONS COUNCIL

**Qualification Code** : 041305T4BUS  
**Qualification** : Business Management Level 5  
**Unit Code** : BUS/OS/CR /BM/CR/01/5/A  
**Unit of Competency** : Coordinate Human Resource Function

### WRITTEN ASSESSMENT

#### INSTRUCTIONS TO CANDIDATE

- i. Time allocated: **THREE (3) hours**.
- ii. Marks for each question are indicated in the brackets.
- iii. The paper consists of **THREE (3) sections: A, B and C**.
- iv. Do not write on the question paper.
- v. A separate answer booklet will be provided.

*This paper consists of SEVEN (7) printed pages*

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

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**SECTION A: (20 MARKS)**

*(Choose the correct answer and write it in the answer booklet provided.)*

*(Each question is 1 Mark)*

1. The following are methods of job design, except
  - A. Job experience
  - B. Job rotation
  - C. Job enlargement
  - D. Job simplification
2. Which of the following is an element of a good compensation policy?
  - A. Equity in wage and salary payment
  - B. Huge salary
  - C. Desired pay
  - D. All of the above.
3. Which of the following is the correct order for implementing operational plans?
  - A. Strategic plan, budget, budget approval operational plan funding
  - B. Funding, operational plan, strategic plan operational budget
  - C. Strategic plan, operational plan, budget, approval of budget, funding
  - D. Budget, operational plan, strategic plan, funding, budget approval
4. Which of the following is not a component of an operational plan?
  - A. Resource requirement
  - B. Vision
  - C. Monitoring
  - D. Objectives
5. How can an organization carry out professional development to its employees?
  - A. By Team building
  - B. By Workshops
  - C. By Assignments
  - D. By planning

6. What factors lead to internal motivation in an organization?
- A. Innovation, Challenges, Cooperation.
  - B. Cooperation, competition, challenges,
  - C. Competition, Curiosity, information.
  - D. Cooperation, Curiosity, Competition.
7. The following are the elements of job specification, except?
- A. Skills
  - B. Traits
  - C. Experience
  - D. Duties
8. Which of the following is an external sources of recruitment?
- A. Promotions.
  - B. Transfers.
  - C. Employee referrals.
  - D. Advertising.
9. The following are job selection methods, **except**
- A. Application blank.
  - B. Interviews.
  - C. Employee referrals
  - D. Recruitment.
10. From the following list, select the methods that may be used for employee improvements.
- A. Training on job, Benchmarking, Counseling
  - B. Demotion, Training on job Counseling.
  - C. Benchmarking, counseling, demotion, promotion
  - D. Promotion, Training, Benchmarking, Counseling
11. The following are executive development methods. Which one is not?
- A. In basket

- B. Business games
  - C. Projects and assignments
  - D. Induction
12. What is the purpose of a job description?
- A. To collect job related data in order to advertise for a particular job.
  - B. To determine payment of various jobs.
  - C. It gives recruiting staff the strategic plan of the organization.
  - D. It clarifies the boss in an organization.
13. Which of the following is the second stage in group formation
- A. Forming
  - B. Norming
  - C. Storming
  - D. Adjourning
14. Identify a hygiene factor according to Herzberg's two factor theory
- A. Company policies
  - B. Achievement
  - C. Recognition
  - D. Work itself
15. The following are types of organizational culture except.
- A. change
  - B. Support
  - C. Achievement
  - D. Task
16. The following are types of structural change, except
- A. Shift in management hierarchy
  - B. Team organization
  - C. Responsibilities
  - D. Political

17. Identify one advantage of adhocracy culture in an organization
- A. Decisions are made fairly quickly according to immediate needs.
  - B. As organizations with adhocracy cultures are described as being high on the hierarchy
  - C. Adhocracy does not lack processes or procedures
  - D. Large corporations with boards and shareholders may tolerate an organization without a formal hierarchy
18. How can a supervisor manage resistance to change among employees?
- A. Participation and involvement of the top management.
  - B. Educating and communicating to employees effectively the need for change.
  - C. Avoid the Participation and involvement of employees in planning change
  - D. Understanding the current state of the organization
19. Arrange Maslow's hierarchy of needs logically
- A. Physiological, security, social, esteem and self-actualization
  - B. Security, social, physiological, esteem and self-actualization
  - C. Esteem, self-actualization, social, security and psychological
  - D. Physiological, social, security, esteem and self-actualization
20. Which of the following is a type of an aptitude test?
- A. Experience tests.
  - B. Numerical reasoning
  - C. Written tests
  - D. Score tests

**SECTION B: Short Response Questions (40 MARKS)**

*Attempt ALL the questions in this section. The marks for each question is as indicated.*

21. You have been chosen as a team leader in your department. What process will you follow to build the team? (3 marks)
22. Highlight four factors to consider when designing a motivation programme in an organization (3 marks)
23. Outline four types of organizational culture. (3 marks)
24. Outline four managerial functions performed by a human resource manager (3 marks)
25. State three characteristics of good operational objectives (3 marks)
26. Highlight three advantages of an operational plan. (3 marks)
27. Name three types of strategic plan (3marks)
28. Identify three types of resources required to maintain a department in an organization (3 marks)
29. List three major components of a job description? (3 marks)
30. Identify three external forces for change? (3 marks)
31. State four non financial incentives that an organization can use to motivate its employees (4 marks)
32. Identify four indicators of a demotivated employee (4 marks)
33. Name two methods that may be used to disseminate departmental reports (2 marks)

**SECTION C: Extended Response Questions (40 Marks)**

**Attempt 2 questions in this section. The maximum marks for each question is 20 marks.**

34. In the organization you work for, it has been discovered that most of the workers do not meet the performance expectations. On carrying out an investigation it has been found out that this is due to lack of group cohesiveness.
- a) Explain five factors that contribute to group cohesiveness (10 marks)
  - b) Explain five factors that may contribute to conflicts among group members (10 marks)
35. One of the employees of Huruma Limited has gone against the company policy, as the human resource manager of this company
- a) Explain five methods you would use to discipline the employee (10 marks)
  - b) Describe five steps that should be followed when disciplining the employees (10 marks)
36. A departmental performance report is important to an organisation.
- a) Outline four benefits of setting departmental performance targets (4 marks)
  - b) Describe three criteria that should be used when selecting departmental key performance indicators (6 marks)
  - c) Explain five standards of measuring profitability when preparing a departmental team report. (10 marks)