

**SECTION A: (32 marks)**

*Answer ALL the questions in this section.*

1. State **three** activities that are carried out in a human resource planning exercise. (3 marks)

- (i) \_\_\_\_\_  
\_\_\_\_\_
- (ii) \_\_\_\_\_  
\_\_\_\_\_
- (iii) \_\_\_\_\_  
\_\_\_\_\_

2. List **four** uses of the information obtained in a job specification. (4 marks)

- (i) \_\_\_\_\_  
\_\_\_\_\_
- (ii) \_\_\_\_\_  
\_\_\_\_\_
- (iii) \_\_\_\_\_  
\_\_\_\_\_
- (iv) \_\_\_\_\_  
\_\_\_\_\_

3. List **three** external sources from which job candidates may be recruited. (3 marks)

- (i) \_\_\_\_\_  
\_\_\_\_\_
- (ii) \_\_\_\_\_  
\_\_\_\_\_
- (iii) \_\_\_\_\_  
\_\_\_\_\_

4. Outline **three** ways in which the reliability of a job interview may be improved. (3 marks)

- (i) \_\_\_\_\_  
\_\_\_\_\_
- (ii) \_\_\_\_\_  
\_\_\_\_\_
- (iii) \_\_\_\_\_  
\_\_\_\_\_

5. Give **three** reasons why it is necessary to ensure that a newly recruited employee is appropriately placed in a job. (3 marks)

- (i) \_\_\_\_\_  
\_\_\_\_\_
- (ii) \_\_\_\_\_  
\_\_\_\_\_
- (iii) \_\_\_\_\_  
\_\_\_\_\_

6. Outline **four** methods that can be used to collect information for analysing employee training needs in an organization. (4 marks)

- (i) \_\_\_\_\_  
\_\_\_\_\_
- (ii) \_\_\_\_\_  
\_\_\_\_\_
- (iii) \_\_\_\_\_  
\_\_\_\_\_
- (iv) \_\_\_\_\_  
\_\_\_\_\_

7. Highlight **three** issues that should be addressed when developing an organization's employee succession plan. (3 marks)

- (i) \_\_\_\_\_  
\_\_\_\_\_
- (ii) \_\_\_\_\_  
\_\_\_\_\_
- (iii) \_\_\_\_\_  
\_\_\_\_\_

8. Outline **three** ways through which a human resource manager may assist workers threatened with redundancy to get other jobs. (3 marks)

- (i) \_\_\_\_\_  
\_\_\_\_\_
- (ii) \_\_\_\_\_  
\_\_\_\_\_
- (iii) \_\_\_\_\_  
\_\_\_\_\_

9. List **three** groups into which job applicants may be divided into during the short listing stage. (3 marks)

- (i) \_\_\_\_\_  
\_\_\_\_\_
- (ii) \_\_\_\_\_  
\_\_\_\_\_
- (iii) \_\_\_\_\_  
\_\_\_\_\_

10. State **three** circumstances under which the training of an employee may not meet the desired objectives. (3 marks)

(i) \_\_\_\_\_  
 \_\_\_\_\_

(ii) \_\_\_\_\_  
 \_\_\_\_\_

(iii) \_\_\_\_\_  
 \_\_\_\_\_

**SECTION B:** (68 marks)

*Answer any four questions from this section.*

11. (a) Highlight **six** benefits of carrying out human resource planning in an organization. (9 marks)
- (b) One of the methods of carrying out job analysis is interviewing the supervisor of the job holder. Explain **four** limitations of using this method. (8 marks)
12. (a) Highlight **six** characteristics that an effective employee recruitment programme should possess. (9 marks)
- (b) Explain **four** uses of job application forms in an organization. (8 marks)
13. (a) Outline **six** areas that should be addressed during the induction of employees in an organization. (9 marks)
- (b) Explain **four** reasons that may make it necessary to train employees in an organization. (8 marks)
14. (a) Highlight **six** measures that can be taken to ensure effective employee succession in an organization. (9 marks)
- (b) Explain **four** challenges that an organization may face when it allows its employees to perform more than one task in their jobs. (8 marks)
15. (a) Outline **six** types of information that should be contained in a good job advertisement. (9 marks)
- (b) Job, the human resource clerk at Mambo Limited has been asked to draft a job offer letter for a new employee in the company. Highlight **four** areas that the letter should cover. (8 marks)