Name _____ Index No. _____ _____ /____

1908/201
PRACTICE OF HUMAN
RESOURCE MANAGEMENT
November 2015
Time: 3 hours

Candidate's Signature _____

Date _____

THE KENYA NATIONAL EXAMINATIONS COUNCIL

CRAFT CERTIFICATE IN HUMAN RESOURCE MANAGEMENT
MODULE II

PRACTICE OF HUMAN RESOURCE MANAGEMENT

3 hours

INSTRUCTIONS TO CANDIDATES

Write your name and index number in the spaces provided above.
Sign and write the date of the examination in the spaces provided above.
This paper consists of TWO sections; A and B.
Answer ALL questions in Section A and FOUR questions from Section B.
Write your answers in the spaces provided in the question paper.
Do NOT remove any pages from this question paper.
Candidates should answer the questions in English.

For Examiner's Use Only

SECTION A

Questions	1	2	3	4	5	6	7	8	9	10	TOTAL SCORE
Candidate's Score											

SECTION B

Questions	11	12	13	14	15	TOTAL
Candidate's Score						

GRAND TOTAL

This paper consists of 16 printed pages.

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

Turn over

SECTION A (32 marks)

*Answer **ALL** the questions from this section.*

1. Outline **two** circumstances under which the work study method may be used to forecast human resource needs in an organization. (2 marks)

   (i) _____

   _____

   (ii) _____

   _____

2. Education background is one of the sections in a job specification. Highlight **three** items of information contained in this section. (3 marks)

   (i) _____

   _____

   (ii) _____

   _____

   (iii) _____

   _____

3. State **four** external factors that may affect the employee recruitment process in an organization. (4 marks)

   (i) _____

   _____

   (ii) _____

   _____

   (iii) _____

   _____

   (iv) _____

   _____

4. Highlight **four** types of tests that may be administered in an employee selection exercise. (4 marks)

   (i) _____

   _____

(ii) _____

_____

(iii) _____

_____

(iv) _____

_____

5. Outline **three** signs that may be indicators of poor placement of employees in an organization.

(3 marks)

(i) _____

_____

(ii) _____

_____

(iii) _____

_____

6. Give **three** reasons that may make a human resource manager reluctant to use job rotation as a method of training employees in an organization. (3 marks)

(i) _____

_____

(ii) _____

_____

(iii) _____

_____

7. Highlight **three** ways through which an organization may prepare employees for succession.

(3 marks)

(i) _____

_____

(ii) _____

_____

(iii) _____

_____

8. Outline **two** challenges that may be faced in a human resource department when dealing with foreign employees in an organization. (2 marks)

(i) _____

_____

(ii) _____

_____

9. List **four** skills that an employee may acquire after undergoing a refresher training course. (4 marks)

(i) _____

_____

(ii) _____

_____

(iii) _____

_____

(iv) _____

_____

10. Outline **four** preparations that a human resource department should make to ensure that job interviews are conducted successfully. (4 marks)

(i) _____

_____

(ii) _____

_____

(iii) _____

_____

(iv) _____

_____

SECTION B   (68 marks)

Answer any FOUR questions from this section.

11.   (a)   Highlight **six** ways in which human resource plans may be made more effective.
(9 marks)

(b)   Explain **four** benefits of using a questionnaire for collecting data in a job analysis exercise.
(8 marks)

12.   (a)   Highlight **six** benefits that may be obtained by an organization from using newspapers to advertise vacant job positions.
(9 marks)

(b)   Explain **four** measures that may be taken to reduce the number of candidates to be interviewed for a job.
(8 marks)

13.   (a)   Outline **six** factors that may influence the duration of an employee induction programme in an organization.
(9 marks)

(b)   Highlight **four** sources of information that may be used to identify employee training needs.
(8 marks)

14.   (a)   Outline **six** factors that may lead to the failure of a management succession plan in an organization.
(9 marks)

(b)   Explain **four** challenges of dealing with a youthful workforce in an organization.
(8 marks)

15.   (a)   Outline **six** factors that may influence the need for recruitment of employees in an organization.
(9 marks)

(b)   Kema Ltd has an excess number of employees. Outline **five** measures that should be taken to address this situation.
(8 marks)

_____