

1908/201  
PRACTICE OF HUMAN RESOURCE  
MANAGEMENT  
July 2016  
Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL  
CRAFT CERTIFICATE IN HUMAN RESOURCE MANAGEMENT  
MODULE II

PRACTICE OF HUMAN RESOURCE MANAGEMENT

3 hours

**INSTRUCTIONS TO CANDIDATES**

*This paper consists of TWO sections; A and B.  
Answer ALL questions in section A.  
Answer any FOUR questions from section B.  
Write your answers in the answer booklet provided.  
Candidates should answer the questions in English.*

**This paper consists of 3 printed pages.**

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

**SECTION A: (32 marks)***Answer ALL questions from this section.*

1. List **four** methods that an organization may use to forecast demand for its human resources. (4 marks)
2. State **three** external sources of employees that an organization may use for recruitment. (3 marks)
3. A good interviewer should possess certain characteristics. Outline **three** such characteristics. (3 marks)
4. State **two** disadvantages of direct observation as a method of job analysis. (2 marks)
5. List **three** off-the-job training techniques that may be used by an organization. (3 marks)
6. State **four** areas that may be covered by a formal employee induction programme. (4 marks)
7. State **three** conditions that are necessary to ensure effective succession planning in an organization. (3 marks)
8. Give **three** reasons that make it necessary to evaluate an employee training programme in an organization. (3 marks)
9. State **three** forms of discrimination that employees may be subjected to at the work place. (3 marks)
10. State **four** uses of the information obtained from a job analysis exercise. (4 marks)

**SECTION B (68 marks)***Answer any FOUR questions from this section.*

11. (a) Highlight **six** principles that should be followed when carrying out human resource planning in an organization. (9 marks)
- (b) Outline **four** indicators of the need for training employees in an organization. (8 marks)
12. (a) Explain **six** benefits that an organization may get from carrying out effective human resource planning. (9 marks)
- (b) Outline **four** reasons that may make an organization increase the retirement age of its employees. (8 marks)

13. (a) Explain **six** shortcomings of using tests in the employee selection process. (9 marks)
- (b) Outline **four** challenges that an organization may face from poor placement of employees. (8 marks)
14. (a) Some organizations find it necessary to carry out medical examination on potential employees during the selection process. Explain **four** reasons that may account for this practice. (8 marks)
- (b) Outline **six** aspects of a job that are included in a job description. (9 marks)
15. (a) Highlight **six** external factors that may affect the employee recruitment process in an organization. (9 marks)
- (b) Explain **four** benefits that an organization may get from putting in place a good employee succession management programme. (8 marks)

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