

1908/201  
PRACTICE OF HUMAN RESOURCE  
MANAGEMENT  
November 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 the 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* the questions in this section.

1. State **four** methods that may be used to collect data for a job analysis exercise. (4 marks)
2. Outline **four** measures that should be taken to ensure effective human resource planning in an organization. (4 marks)
3. List **three** internal sources of recruitment that may be available to an organization. (3 marks)
4. Outline **three** objectives that a formal induction programme aims to achieve in an organization. (3 marks)
5. State **two** types of ability tests that a potential employee may be required to undertake during a job selection process. (2 marks)
6. List **three** on-the-job training methods that may be used for employees in an organization. (3 marks)
7. State **four** circumstances under which a potential employee may decline to take a job offer. (4 marks)
8. State **three** benefits that an organization may get from having a good employee succession management programme in place. (3 marks)
9. State **three** benefits that an organization may get from using computers to train its employees. (3 marks)
10. State **three** disadvantages of the management judgement technique of forecasting demand for human resources in an organization. (3 marks)

## SECTION B (68 marks)

Answer any *FOUR* questions from this section.

11. (a) Outline **six** objectives of human resource planning in an organization. (9 marks)
- (b) There are certain limitations that are associated with the use of headhunting as source of recruitment. Outline **four** such limitations. (8 marks)
12. (a) Explain **six** types of information that may be provided by potential employees through job application forms. (9 marks)
- (b) Outline **four** benefits that an organization may get from proper placement of employees in their jobs. (8 marks)

13. (a) Give **six** reasons that make it necessary for organizations to train their employees. (9 marks)
- (b) Outline **four** challenges that a human resource department may face when implementing an employee succession management plan. (8 marks)
14. (a) Give **four** reasons that may make it necessary for an organization to put in place a dress code for its employees. (8 marks)
- (b) Outline **six** preparations that should be made in readiness for conducting a job selection interview in an organization. (9 marks)
15. (a) Explain **four** internal factors that may affect the employee recruitment process in an organization. (8 marks)
- (b) Outline **six** ways in which the information contained in a job description may be useful to an organization. (9 marks)

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