

1908/201
PRACTICE OF HUMAN RESOURCE
MANAGEMENT
July 2022
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 in section B 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 in this section.

1. List **three** internal sources of recruitment available in an organization. (3 marks)
2. State **two** limitations of using the Diary Method to collect data for a job analysis exercise. (2 marks)
3. State **three** techniques that may be used to forecast human resource needs in an organization. (3 marks)
4. List **three** types of selection tests that may be used during employee selection. (3 marks)
5. State **three** advantages of online recruitment of employees. (3 marks)
6. List **four** methods of off-the-job training that may be used in an organization. (4 marks)
7. Give **four** reasons for evaluating a training programme. (4 marks)
8. List **three** activities involved in succession planning. (3 marks)
9. State **four** guidelines that should be followed to make employee induction effective. (4 marks)
10. State **three** challenges that an organization may face while carrying out job analysis exercise. (3 marks)

SECTION B (68 marks)

Answer FOUR questions from this section.

11. (a) Outline **six** objectives of human resource planning in an organization. (9 marks)
(b) Explain **four** limitations associated with external sources of recruitment. (8 marks)
12. (a) Highlight **six** job-related information that is gathered through job analysis. (9 marks)
(b) Explain **four** types of errors that may limit the effectiveness of a selection interview. (8 marks)
13. (a) Explain **six** reasons that make it necessary for organizations to induct their newly recruited employees. (9 marks)

- (b) Outline **four** consequences of failure to train employees in an organization. (8 marks)
14. (a) Succession management at Staner Limited has not been effective. Explain **four** reasons that may account for this situation. (8 marks)
- (b) Explain **six** ways of enhancing the effectiveness of employee training in an organization. (9 marks)
15. (a) Describe the steps involved in the employee recruitment process. (9 marks)
- (b) Explain **four** merits of using tests in employee selection. (8 marks)

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