

1908/201
PRACTICE OF HUMAN
RESOURCE MANAGEMENT
November 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 and any FOUR questions from section B in the answer booklet provided.

All questions carry equal marks.

Candidates should answer the questions in English.

This paper consists of 2 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 **four** types of selection interviews. (4 marks)
2. State **three** internal factors that may influence the future demand for human resources in an organization. (3 marks)
3. Name **two** components of job analysis. (2 marks)
4. List **four** methods that a human resource manager may use to identify the training needs of employees in an organization. (4 marks)
5. Give **three** reasons why organizations find it necessary to carry out succession planning. (3 marks)
6. State **four** benefits of proper placement of employees to an organization. (4 marks)
7. State **three** uses of a training needs analysis report. (3 marks)
8. State **three** disadvantages of using the questionnaire method of collecting data for a job analysis exercise. (3 marks)
9. State **three** merits of adopting a centralized system of recruitment in an organization. (3 marks)
10. State **three** negative effects of the Covid 19 pandemic on organizational productivity. (3 marks)

SECTION B (68 marks)

Answer any FOUR questions in this section.

11. (a) Explain **six** uses of the information obtained from a job analysis exercise in an organization. (9 marks)
- (b) Highlight **four** measures that an organization may take to deal with employee surplus. (8 marks)
12. (a) Explain **six** benefits that an organization may derive from using internal sources of recruitment. (9 marks)
- (b) Outline **four** circumstances under which the lecture method of training may prove appropriate to use. (8 marks)
13. (a) Highlight **six** types of information that may be gathered through job application forms during employee selection. (9 marks)
- (b) Outline **four** indicators of a good succession management programme in an organization. (8 marks)
14. (a) Rimuel, the Human Resource Manager at Kangali Limited is preparing an induction programme for the newly recruited staff. Outline **six** areas that should be covered by such a programme. (9 marks)
- (b) Outline **four** qualities of a good job advertisement. (8 marks)
15. (a) Explain **six** reasons why organizations find it necessary to train employees on a regular basis. (9 marks)
- (b) Highlight **four** measures that an organization may take to ensure that job analysis is carried out effectively. (8 marks)

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