

2906/304  
2914/304  
2927/304  
HUMAN RESOURCE MANAGEMENT  
November 2022  
Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL

**DIPLOMA IN BUSINESS MANAGEMENT  
DIPLOMA IN ENTREPRENEURSHIP  
DIPLOMA IN DISASTER MANAGEMENT**

**MODULE III**

HUMAN RESOURCE MANAGEMENT

**3 hours**

**INSTRUCTIONS TO CANDIDATES**

*This paper consists of SEVEN questions.  
Answer any FIVE questions in the answer booklet provided.  
Maximum marks for each part of a question are indicated.  
Candidates should answer the questions in English.*

**This paper consists of 2 printed pages.**

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

1. (a) Outline **four** criticisms labelled against the Human Relations Approach in human resource management. (8 marks)
- (b) Explain **six** steps involved in the formulation of human resource policies in an organization. (12 marks)
2. (a) Explain **five** measures that a human resource manager should take to ensure confidentiality of human resource records in an organization. (10 marks)
- (b) Outline **five** factors which may affect human resource planning in an organization. (10 marks)
3. (a) Highlight **five** shortcomings of interviewing a job holder when collecting data for a job analysis exercise in an organization. (10 marks)
- (b) Explain **five** factors that an organization should consider when selecting a source of recruitment. (10 marks)
4. (a) Outline **five** types of information that may be gathered by an employer from a job application form. (10 marks)
- (b) Explain **five** benefits of induction training to newly recruited employees in an organization. (10 marks)
5. (a) Explain **six** types of errors that may occur during employee performance appraisal exercise. (12 marks)
- (b) Highlight **four** challenges that an organization may face as a result of poor placement of its employees. (8 marks)
6. (a) Outline **five** responsibilities of the National Industrial Training Authority (NITA) in relation to the training of industrial workers. (10 marks)
- (b) Outline **five** circumstances under which an employee may be summarily dismissed from employment. (10 marks)
- 7. (a) Tamo Limited conducts Training Needs Assessment (TNA) before carrying out employee training. Explain **five** reasons that may account for this practice. (10 marks)
- (b) Explain **five** merits of the piece rate system of remunerating employees in an organization. (10 marks)

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