

1. (a) Describe the steps that a human resource manager should follow when carrying out an employee performance appraisal exercise in an organization. (12 marks)
- (b) Highlight the challenges that may be faced in using the payment by results method of wage and salary administration in an organization. (8 marks)
2. (a) Explain the measures that a human resource manager should take to ensure the effectiveness of an employee training programme in an organization. (10 marks)
- (b) Pande Limited uses the Management by Objectives technique to appraise the performance of its staff. Outline the limitations of using this technique. (10 marks)
3. (a) Explain the reasons that make it necessary for a human resource manager to conduct a Training Needs Analysis in an organization. (10 marks)
- (b) Explain the measures that a human resource manager should take to ensure that staff welfare and benefits programmes are effective. (10 marks)
4. (a) There are certain indicators in an employee's behaviour that may necessitate counselling. Outline **five** such indicators. (10 marks)
- (b) Highlight **five** challenges that a human resource manager may face while managing international workforce. (10 marks)
5. (a) Highlight **five** ways through which an individual employee may ensure his own safety in the work place. (10 marks)
- (b) The remuneration committee at Tenda Mambo Limited is in the process of determining the level of wages and salaries for employees in the organization. Explain the factors that the committee should consider in this exercise. (10 marks)
6. (a) Highlight the functions that a safety committee should carry out in an organization. (10 marks)
- (b) Highlight **five** ways in which an employee may benefit from being housed within the organization. (10 marks)
7. (a) Outline the reasons that may make it necessary to layoff employees in an organization. (10 marks)
- (b) Roko Ltd intends to recruit a counsellor for its employees. Advise the management on the qualities that they should consider in selecting a suitable counsellor. (10 marks)