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2908/201  
**THEORY AND PRACTICE OF  
HUMAN RESOURCE MANAGEMENT**  
November 2018  
Time: 3 hours



**THE KENYA NATIONAL EXAMINATIONS COUNCIL**  
**DIPLOMA IN HUMAN RESOURCE MANAGEMENT**

**MODULE II**

**THEORY AND PRACTICE OF HUMAN RESOURCE MANAGEMENT**

**3 hours**

**INSTRUCTIONS TO CANDIDATES**

- This paper consists of SEVEN questions.*
- Answer any FIVE questions.*
- Write your answers in the answer booklet provided.*
- 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.**

(a) Explain **five** measures that a human resource manager should take to ensure effective performance appraisal exercise in an organization. (10 marks)

*Multiple ratings  
- Pose - appraisal interview  
- ongoing feedback  
- Reward to accurate raters  
- Train the appraisers.*

(b) Outline **five** indicators of a need for employee counselling in an organization. (10 marks)

*Counselling  
- poor performance  
- Absenteeism  
- Indiscipline  
- High Discontentment between employees.*

2. (a) Zuma Limited is in the process of designing a training programme for its employees. Outline **five** items that should be included in such a programme. (10 marks)

*Training*

(b) Explain **five** reasons that make an organization to offer welfare services to its employees. (10 marks)

*LW  
Employee Demand.  
Trade Union Demand.*

(a) Describe steps that should be followed when carrying out a performance appraisal exercise in an organization. (12 marks)

*PA  
process.  
Establishing standards & measures  
Planning.  
Communicating job expectations  
Appraising  
Feedback*

(b) Outline **four** objectives that an organization aims to achieve by conducting exit interviews during employee separation. (8 marks)

*separation  
Decision making*

(a) The rate of accidents at Resa Limited has been rising in the recent past. Explain **six** ways in which the management can reverse this trend. (12 marks)

*HBS  
- Protective garments - old machines do away  
- Training  
- Lighting and sanitation  
- Insurance  
- Placing right people in right jobs.*

(b) Explain **four** benefits that an organization may derive from staffing its international operations with employees from the host country. (8 marks)

*IHRM  
- Do away language barrier  
- Geographical knowledge  
- Experience  
- Do not need training.*

(a) Highlight **five** circumstances under which an employee may be declared redundant in an organization. (10 marks)

*→ equipments (no handling)  
→ Improper Comm.  
→ Duties & resp (unachieved)  
→ Indiscipline, payment wage & salary.*

(b) Explain **five** factors that may influence the level of employee remuneration in an organization. (10 marks)

*→ Education  
→ Skills & knowledge  
→ No. of years work experience  
→ Job group*

6. (a) Explain **five** methods that may be used by a human resource manager to identify the training needs of employees in an organization. (10 marks)

(b) Highlight **five** qualities that an employee counsellor should possess in order to be effective. (10 marks)

*Integrity  
Sound mind*

(a) Explain **five** ways in which an organization may benefit from housing employees within its premises. (10 marks)

*→ Time  
→ Allowances (house & travel)  
→ Urgency  
→ Level of Absentism (low)*

(b) Explain **five** reasons that make the piece rate system of wage administration popular with some organizations. (10 marks)

*Piece Rate - group payment.*

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