

2908/201
THEORY AND PRACTICE OF
HUMAN RESOURCE MANAGEMENT
July 2023
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 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 both pages are printed as indicated and that no questions are missing.

1. (a) Explain **five** factors that may contribute to ineffective performance appraisal in an organization. (10 marks)
- (b) Highlight **five** requirements of a good wage and salary structure. (10 marks)
2. (a) Explain **five** circumstances under which the lecture method of training may be appropriate to use in an organization. (10 marks)
- (b) Explain **five** factors that may influence the type of employee benefits that an organization offers to its employees. (10 marks)
3. (a) Revy Limited uses the Critical Incident method of appraising employee performance. Highlight **five** shortcomings associated with this method. (10 marks)
- (b) Explain **five** reasons that may make a training programme fail to achieve its intended purpose in an organization. (10 marks)
4. (a) Explain **five** situations in which the Time Rate system of wage payment may be appropriate in an organization. (10 marks)
- (b) Highlight **five** employee actions at work that may help minimize the rate of workplace accidents. (10 marks)
5. (a) Sam has been hired as a Labour Welfare Officer at Rela Limited. Outline **five** duties that he is expected to perform. (10 marks)
- (b) Explain **five** reasons that may make an employee to resign from employment. (10 marks)
6. (a) Explain **five** benefits that an organization may derive from maintenance of industrial safety. (10 marks)
- (b) Outline **five** ways in which employees may benefit from counseling services. (10 marks)
7. (a) Highlight **five** measures that should be taken to ensure that exit interviews are effective. (10 marks)
- (b) A Human resource manager requires certain skills in order to succeed in a foreign assignment. Outline **five** such skills. (10 marks)

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