

**041306T4HRM**

**HUMAN RESOURCE MANAGER LEVEL 6**

**Demonstrate Management of Human Resources**

**HRM/OS/BUS/CC/01/6**

**July/August 2024**



**TVET CURRICULUM DEVELOPMENT, ASSESSMENT AND CERTIFICATION  
COUNCIL (TVET CDACC)**

**WRITTEN ASSESSMENT**

**Time: 3 Hours**

**INSTRUCTIONS TO CANDIDATES**

1. This paper has **Two** sections **A** and **B**.
2. You are provided with a separate answer booklet.
3. Marks for each question are as indicated.
4. Do not write on the question paper.

**This paper consists of Four (4) printed pages.**

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

**SECTION A (40 Marks)**

**Answer all the questions in this section**

1. As a human resource management practitioner; outline **three** human resource management theories you may use in making decisions. (3 Marks)
2. One of the most valuable resources in an organization is human capital. Outline **four** features of human capital. (4 Marks)
3. Organization ABC has fully operationalized its human resource management department. Highlight **four** contributions the department is likely to have on productivity. (4 Marks)
4. Job evaluation in an organization aims at achieving certain objectives. Highlight **four** such objectives. (4 Marks)
5. JKL is a multinational firm that is considering decentralizing its operations. Outline **four** benefits the firm may have for decentralizing its operations. (4 Marks)
6. You have been tasked to allocate duties to new employees in your organization. State **four** factors that you shall consider in the exercise. (4 Marks)
7. Steel limited has decided to outsource human resource management functions. State **four** benefits associated with the decision. (4 Marks)
8. Maestro Limited has hired a new human resource manager with the aim of maintaining a competitive edge in the market. Outline **four** ways in which the human resource department may enable an organisation to achieve the objective. (4 Marks)
9. You are one of the panelists in the selection of a human resource assistant. Outline **five** skills that you would look out for in the candidates. (5 Marks)
10. ABC limited conducted an induction program for its employees and it did not meet its objectives. Highlight **four** circumstances that may have led to the failure. (4 Marks)

**SECTION B: (60 Marks)**

**Answer question 11 and any other TWO questions**

**Use the case study below to answer question 11.**

**Leadership in Human Resource Management**

The human resource department is one of the key management departments in an organization. In the traditional organizations the accountant was expected to carry out operations such as accounting, procurement and human resources management. Over time; the need to have a standalone human resources department was clear. A human resource manager can choose the leadership style to use based on personality and the nature of the organization's operations. There is no perfect leadership to use; According to the contingency theory of human resource management; the most appropriate style of management is dependent on the context of the situation.

Most subordinates assume that human resource managers are supposed to be very approachable and therefore they should not be dictators. In the real sense a dictator ensures that rules and procedures are followed without being questioned to ensure uniformity in an organization. While monitoring training, a human resource manager can be dictatorial to ensure that training is completed within the set timelines and all the activities in the training are done. In most cases dictatorship is associated with fear that compels the employees to achieve their targets.

Giving employees a lot of space ensures that decision making is hard and labour unions start to control the operations of an organization and therefore dictatorship also works for a human resources manager.

**Required**

11. (a) From the case above; subordinates assume that a human resource manager should always be approachable. Explain **five** roles of a manager in relation to his sub-ordinates in an organization. (10 Marks)
- (b) From the case study; a human resources manager can be a dictator. Explain **five** principles of scientific management by Fredrik W Taylor that the human resource manager should take into consideration. (10 Marks)

12. (a) A new organization is in the process of documenting the responsibilities of its different departments. Explain **five** roles that the human resource department would play in the organization. (10 Marks)
- (b) A human resource manager must be conversant with globalisation to effectively run a multinational organization. Suggest **five** strategies that a human resource manager may adopt to effectively deal with globalization. (10 Marks)
13. (a) The multi-disciplinary nature of human resource management allows human resource professional to address the complex and ever evolving needs of the workforce and organization. Explain **five** disciplines that aid human resource management. (10 Marks)
- (b) A human resource manager in ABC Limited is considering resigning due to the work-related challenges being experienced in the management of human resources. Analyse **five** challenges that the manager could be facing. (10 Marks)
14. (a) Companies use different methods to evaluate performance depending on the nature of an organization, explain **five** methods. (10 Marks)
- (b) You have been tasked to give a presentation on post entrepreneurial phase in the evolution of human resource management. Outline **five** features that you would present. (10 Marks)

**This is the last printed page**