

Name: _____ Index No: _____

1908/201

PRACTICE OF HUMAN RESOURCE
MANAGEMENT

July 2012

Time: 3 hours

Candidate's Signature: _____

Date: _____



THE KENYA NATIONAL EXAMINATIONS COUNCIL

CRAFT CERTIFICATE IN HUMAN RESOURCE MANAGEMENT
MODULE II

PRACTICE OF HUMAN RESOURCE MANAGEMENT

3 hours

INSTRUCTIONS TO CANDIDATES

Write your name and index number in the spaces provided at the top of this page.

Sign and write the date of examination in the spaces provided above.

This paper consists of two sections; A and B.

Answer ALL questions in section A in the spaces provided in this question paper.

Answer any FOUR questions from section B in the spaces provided in this question paper.

For Examiner's Use Only

Section A

Question	1	2	3	4	5	6	7	8	9	10	Total Score
Marks											

Section B

Question	11	12	13	14	15	Total Score
Marks						

GRAND
TOTAL

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This paper consists of 16 printed pages.

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

SECTION A (32 marks)

Answer **ALL** the questions in this section in the spaces provided.

1. List **four** external sources of staff in an organization. (4 marks)
- (i) _____

- (ii) _____

- (iii) _____

- (iv) _____

2. Outline **three** difficulties that may be faced in an attempt to balance the number of male and female employees in an organization. (3 marks)
- (i) _____

- (ii) _____

- (iii) _____

3. Highlight **two** measures that may be taken to reduce excess staff in a department. (2 marks)
- (i) _____

- (ii) _____

4. Outline **four** characteristics of a good interview room. (4 marks)
- (i) _____

- (ii) _____

- (iii) _____

- (iv) _____

5. State **four** problems that may arise from placing employees in jobs that do not match their capabilities. (4 marks)

- (i) _____

- (ii) _____

- (iii) _____

- (iv) _____

6. List **three** methods of training employees on-the-job. (3 marks)

- (i) _____

- (ii) _____

- (iii) _____

7. Give **three** situations under which a job position may fall vacant. (3 marks)

- (i) _____

- (ii) _____

- (iii) _____

- (iv) _____

8. State **three** benefits that may accrue to an organization that advertises vacant jobs through the internet. (3 marks)

- (i) _____

- (ii) _____

- (iii) _____

9. Outline **three** personal attributes of an effective supervisor. (3 marks)

- (i) _____

- (ii) _____

- (iii) _____

10. Highlight **three** benefits that may be realized by employees as a result of succession planning in an organization. (3 marks)
- (i) _____

- (ii) _____

- (iii) _____

SECTION B (68 marks)

*Answer any FOUR questions in this section in the spaces provided.
All questions carry equal marks.*

11. (a) A large number of people have expressed their desire to work at Fema Ltd. Outline **six** factors that may account for this attraction to the firm. (9 marks)
- (b) Highlight **four** benefits that the management of an organization is likely to obtain from carrying out job analysis. (8 marks)
12. (a) It is sometimes argued that a manager who is recruited internally is more likely to succeed in his/her work. Explain for reasons that are used to support this argument. (8 marks)
- (b) Outline **six** preparations that a job candidate should make before attending an interview. (9 marks)
13. (a) Outline **four** reasons that make it necessary to take new employees through an induction process. (8 marks)
- (b) Highlight **six** benefits that an organization may obtain from training its employees. (9 marks)
14. (a) Many employees in a number of organizations have been going for further studies in the past few years. Explain **four** factors that may account for this situation. (8 marks)
- (b) Explain **six** challenges that may be faced when carrying out human resource planning in an organization. (9 marks)

