

1908/201  
PRACTICE OF HUMAN RESOURCE  
MANAGEMENT  
July 2023  
Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL  
CRAFT CERTIFICATE IN HUMAN RESOURCE MANAGEMENT  
MODULE II

PRACTICE OF HUMAN RESOURCE MANAGEMENT

3 hours

INSTRUCTIONS TO CANDIDATES

*This paper consists of TWO sections; A and B.*

*Answer ALL the questions in section A and any FOUR questions in section B in the answer booklet provided.*

*Candidates should answer the questions in English.*

**This paper consists of 3 printed pages.**

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



*physically*

**SECTION A (32 marks)**

*Answer ALL the questions in this section.*

- 1908/201*
1. List **two** components of job analysis. (2 marks)
  2. State **two** limitations associated with the management judgement technique of forecasting demand for human resources. (2 marks)
  3. State **four** factors that may influence the supply of labour to an organization. (4 marks)
  4. State **four** advantages of recruitment through the internet. (4 marks)
  5. List **four** external sources of recruitment available to an organization. (4 marks)
  6. State **three** reasons for requiring candidates to carry out medical examinations during the selection process. (3 marks)
  7. Name **four** off-the-job training methods that may be adopted by an organization. (4 marks)
  8. List **three** types of personal data that may be gathered through job application forms. (3 marks)
  - 354 9. State **three** ways in which an employee may benefit from proper placement. (3 marks)
  10. State **three** merits of effective succession planning in an organization. (3 marks)

**SECTION B (68 marks)**

*Answer any FOUR questions from this section.*

11. (a) Outline **six** requirements that should be met to ensure effective human resource plans in an organization. (9 marks)
- (b) Explain **four** conditions that should be satisfied to ensure effective learning during employee training. (8 marks)
12. (a) Highlight **four** disadvantages of interviewing the supervisor to collect data for a job analysis exercise. (8 marks)
- (b) Outline **six** objectives that an organization seeks to achieve by inducting its newly recruited staff. (9 marks)



13. (a) Outline **six** uses of the information obtained from a job analysis exercise. (9 marks)
- (b) Explain **four** ways in which an organization may benefit from regular training of its employees. (8 marks)
14. (a) A human resource planning exercise carried out recently at Makuh Limited has revealed a surplus in its workforce. Outline **six** ways of dealing with the situation. (9 marks)
- (b) Explain **four** challenges that a human resource manager may face when carrying out succession planning. (8 marks)
15. (a) Explain **six** benefits that an organization may get from the use of internal sources of recruitment. (9 marks)
- (b) Outline the preparations that a human resource assistant should make in readiness for a selection interview. (8 marks)

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