

2908/101  
FOUNDATIONS OF HUMAN  
RESOURCE MANAGEMENT  
November 2021  
Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL  
DIPLOMA IN HUMAN RESOURCE MANAGEMENT

MODULE I

FOUNDATIONS 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.**

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1. (a) Outline **five** factors that may be addressed by a training policy. (10 marks)  
(b) Explain **five** guidelines that should be followed when conducting job interviews to enhance their effectiveness. (10 marks)
2. (a) Explain **four** shortcomings associated with head-hunting as a source of recruitment. (8 marks)  
(b) Explain **six** factors that have led to increased significance of human resource management in recent years. (12 marks)
3. (a) Explain **five** challenges that an organization may face as a result of maintaining human resource records in manual form. (10 marks)  
(b) Certain errors on the part of interviewers may negatively affect the validity of selection interviews. Explain **five** such errors. (10 marks)
4. (a) Outline **five** objectives that a human resource manager seeks to achieve through human resource planning. (10 marks)  
(b) The human resource manager at Lowan Limited is in the process of analyzing jobs in the firm. Outline **five** job information that may be obtained from the exercise. (10 marks)
5. (a) Explain **five** benefits that an organization may derive from an effective Human Resource Information System (HRIS). (10 marks)  
(b) Explain **five** effects of failure to formally induct new employees. (10 marks)
6. (a) Outline **five** advantages of dividing the human resource department into sections. (10 marks)  
(b) Explain **five** limitations of questionnaires as a data collection technique during a job analysis exercise. (10 marks)
7. (a) Explain **five** benefits that may accrue to an organization from establishing sound human resource policies. (10 marks)  
(b) Highlight **five** ways in which human resource management may help an organization in achieving its goals more effectively. (10 marks)

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