

2926/101
FUNDAMENTALS OF HUMAN
RESOURCE MANAGEMENT
July 2023
Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL
DIPLOMA IN HUMAN RESOURCE MANAGEMENT
MODULE I
FUNDAMENTALS 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.
Maximum marks for each part of a question are indicated.
Candidates should answer the questions in English.*

This paper consists of 2 printed pages.

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

1. (a) Explain **five** techniques that were developed by F. Taylor to put his philosophy of Scientific Management into practice. (10 marks)
- (b) Rasal Limited has hired a consultant to assist in the formulation of its human resource policies. Outline **five** qualities that such policies should possess so as to serve the intended purpose. (10 marks)
2. (a) Explain **four** reasons that make it necessary for an organization to maintain employee training records. (8 marks)
- (b) Explain **six** factors that may limit the effectiveness of the human resource planning function in an organization. (12 marks)
3. (a) (i) Distinguish between a job description and a job specification.
- (ii) Outline **three** shortcomings associated with the questionnaire method of collecting data for a job analysis exercise. (10 marks)
- (b) Organizations that adopt the centralized recruitment system enjoy certain benefits. Outline **five** such benefits. (10 marks)
4. (a) Describe **five** types of information that a job seeker should provide in the job application form. (10 marks)
- (b) Outline **five** indicators of poor placement of employees in an organization. (10 marks)
5. (a) Sulty Limited intends to roll-out a training programme for its employees. Explain **five** measures that should be taken to ensure such training is effective. (10 marks)
- (b) Organizations that promote their employees regularly aim at achieving certain objectives. Highlight **five** such objectives. (10 marks)
6. (a) Highlight **four** external factors that may affect the level of wages and salaries paid to employees by an organization. (8 marks)
- (b) The management by objectives method of performance appraisal has become popular with many organizations. Explain **six** reasons that may account for such popularity. (12 marks)
7. (a) Describe **five** methods that a human resource manager may use to evaluate a training programme in an organization. (10 marks)
- (b) Outline **five** ways in which an employee benefits from performance appraisal. (10 marks)

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