

Name \_\_\_\_\_

Index No. \_\_\_\_\_ / \_\_\_\_\_

2908/201

Candidate's Signature \_\_\_\_\_

**THEORY AND PRACTICE OF  
HUMAN RESOURCE MANAGEMENT**

Date \_\_\_\_\_

November 2012

Time: 3 hours



**THE KENYA NATIONAL EXAMINATIONS COUNCIL**

**DIPLOMA IN HUMAN RESOURCE MANAGEMENT  
MODULE II**

**THEORY AND PRACTICE OF HUMAN RESOURCE MANAGEMENT**

**3 hours**

**INSTRUCTIONS TO CANDIDATES**

*Write your name and index number in the spaces provided above.*

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

*This paper consists of SEVEN questions.*

*Answer any FIVE questions.*

*All questions carry equal marks.*

*Write your answers in the spaces provided in this question paper.*

**For Examiner's Use Only**

Question	1	2	3	4	5	6	7	TOTAL
Marks								

**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.**

1. (a) Peer appraisal can be used to appraise employee performance in organizations.  
Explain five reasons for the use of this approach. (10 marks)
- (b) Highlight **five** ways in which a Human Resource Manager may identify the training needs of employees in an organization. (10 marks)
2. (a) Outline the benefits of using the time rate method to remunerate employees in an organization. (10 marks)
- (b) Explain **five** factors that a Human Resource Manager should consider when designing an employee incentive plan in his organization. (10 marks)
3. (a) The number of accidents involving employees at Juu Company Limited has been on the rise over the last three months.  
Explain the measures that should be taken to reverse this trend. (10 marks)
- (b) Highlight **five** legal requirements that an employer should meet when summarily dismissing an employee. (10 marks)
4. (a) Sometimes employees can be reluctant to seek counselling services available in an organization.  
Explain the measures that the Human Resource Manager may take to encourage them to seek these services. (10 marks)
- (b) Explain **five** strategies that a Human Resources Manager may adopt in order to cope with challenges posed by international human resource management. (10 marks)
5. (a) Highlight the benefits that may accrue to an organization that trains its employees. (10 marks)
- (b) Zaka Company Limited pays its employees more wages and salaries compared to its competitors in the same industry.  
Outline the possible reasons for this difference. (10 marks)
6. (a) Outline the circumstances under which an organization may find it suitable to use a group bonus scheme for its employees. (10 marks)
- (b) Kazi, an employee at Tawa Company Limited has been declared redundant.  
Explain **five** reasons that could have led to this situation. (10 marks)
7. (a) Highlight **five** ways through which employees may contribute to accidents at the workplace. (10 marks)
- (b) Explain the benefits of using Management by Objectives (MBO) as a technique for appraising employee performance. (10 marks)