

Name \_\_\_\_\_ Index No \_\_\_\_\_ / \_\_\_\_\_

2908/201

**THEORY AND PRACTICE OF HUMAN  
RESOURCE MANAGEMENT**

July 2015

Time: 3 hours

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

Date \_\_\_\_\_

**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 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.**Do **NOT** remove any pages from this question paper.**Candidates should answer the questions in English.***For Examiner's Use Only**

Question	1	2	3	4	5	6	7	TOTAL SCORE
Candidate's Score								

**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) Explain **five** benefits that may accrue to an organization that adopts a performance based remuneration system for its employees. (10 marks)
- (b) Highlight **five** ways in which the management of an organization may prepare its employees for retirement. (10 marks)
2. (a) Outline **five** measures that a Human Resource Manager should take to eliminate the halo-effect while carrying out employee performance appraisal. (10 marks)
- (b) Give **five** reasons that make it necessary for an organization to provide welfare facilities to its employees. (10 marks)
3. (a) Explain **five** benefits that an organization may get from providing counselling services to its employees. (10 marks)
- (b) Highlight **five** measures that the management of an organization may put in place to ensure the health of its employees at the work place. (10 marks)
4. (a) Outline **five** factors that a Human Resource Manager should consider when developing a training programme for employees in an organization. (10 marks)
- (b) Give **five** reasons that may make it necessary for a Human Resource Manager to carry out a job evaluation exercise in an organization. (10 marks)
5. (a) The management of Zuri Ltd has established different welfare facilities for the different categories of employees in the organization. Explain **five** challenges that the organization may face as a result of of such an arrangement. (10 marks)
- (b) Outline **five** features that should be incorporated in the development of a health programme for employees in an organization. (10 marks)
6. (a) Highlight **five** circumstances under which a trainer may find it appropriate to use the lecture method of training employees in an organization. (10 marks)
- (b) Certain grounds on which an employee can be discharged from employment may be considered unfair. Explain **five** such grounds. (10 marks)
7. (a) Describe the procedure that should be followed when conducting performance appraisal on employees in an organization. (12 marks)
- (b) The Human Resource Manager at Tats Co. Ltd is in the process of selecting a manager for an international position. Outline **four** factors that should be considered when deciding on the appropriate candidate to fill this position. (8 marks)