

Name: _____ Index No. _____ / _____

2908/201

**THEORY AND PRACTICE
OF HUMAN RESOURCE MANAGEMENT**

November 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 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.

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** measures that a human resource manager should take in order to minimize any shortcomings in an employee performance appraisal exercise. (10 marks)
- (b) Highlight **five** limitations of using the ranking method when conducting job evaluation in an organization. (10 marks)
2. (a) Explain **five** measures that management may take to minimize conflicts when undertaking employee dismissal in an organization. (10 marks)
- (b) Outline **five** types of costs that an organization may incur as a result of accidents at the work place. (10 marks)
3. (a) Highlight **five** ways through which a human resource manager may evaluate the effectiveness of an employee training programme. (10 marks)
- (b) Explain **five** challenges that a human resource manager may face when counselling employees in an organization. (10 marks)
4. (a) Give **five** reasons that may cause the resignation of an employee from an organization. (10 marks)
- (b) The salaries of international staff at Wendo Limited are higher than those of the local staff. Highlight **five** negative consequences that may be faced by the organization as a result of this situation. (10 marks)
5. (a) Outline **five** skills that a counsellor should possess in order to ensure effectiveness in an employee counselling process. (10 marks)
- (b) Explain **five** ways in which an organization may benefit from offering a medical scheme to its employees. (10 marks)
6. (a) Outline **five** ways in which inadequate employee training may contribute to low productivity in an organization. (10 marks)
- (b) An effective employee health programme should possess certain features. Highlight **five** such features. (10 marks)
7. (a) Outline **five** limitations of using a committee to evaluate the performance of employees in an organization. (10 marks)
- (b) Outline **five** reasons that may make it necessary for an organization to out source employee welfare services. (10 marks)