

Name: _____ Index No: _____

1908/101
 ELEMENTS OF HUMAN RESOURCE
 MANAGEMENT
 November 2012
 Time: 3 hours

Candidate's Signature: _____

Date: _____



THE KENYA NATIONAL EXAMINATIONS COUNCIL

CRAFT CERTIFICATE IN HUMAN RESOURCE MANAGEMENT MODULE I

ELEMENTS OF HUMAN RESOURCE MANAGEMENT

3 hours

INSTRUCTIONS TO CANDIDATES

Write your name and index number in the spaces provided at the top of this page.

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

This paper consists of **TWO** sections; **A** and **B**.

Answer **ALL** the questions in section **A** and any **FOUR** questions from section **B** in the spaces provided in this question paper.

For Examiner's Use Only

Section A

Question	1	2	3	4	5	6	7	8	9	10	TOTAL
Marks											

Section B

Question	11	12	13	14	15	TOTAL
Marks						

GRAND
 TOTAL

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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.

SECTION A (32 marks)

Answer ALL the questions in this section in the spaces provided.

1. Give **three** reasons for the decline of trade union influence over employment matters in Kenya since independence. (3 marks)

(i) Lower Salary

(ii) Bad relation betw the traders themselves

(iii) poor rates governing way of solving problems within employment sector

2. Highlight **four** characteristics of human resource management as a function in organizations. (4 marks)

(i) Helps the org reach its goals.

(ii) Ensures that organizational resources were utilized accordingly.

(iii) provision of a well trained org staff

(iv) Equip employees with the knowledge to carry out his duties accordingly to their level of expertise.

3. List **four** divisions that are likely to be found in a human resource department. (4 marks)

(i)

(ii)

(iii)

(iv)

4. Give **four** reasons why an individual may join a group in an organization.

- (i) _____

- (ii) _____

- (iii) _____

- (iv) _____

5. The government of Kenya has introduced a policy on paternity leave for men. Highlight **three** benefits that may be obtained by an organization that observes this policy. (3 marks)

- (i) _____

- (ii) _____

- (iii) _____

6. Give **three** reasons that make it necessary to keep an employee's training record. (3 marks)

- (i) Accounts of progress kept in an orderly way
 - proper study of the position of the firm
- (ii) - comparison of business
 - in case of disputes
- (iii) policy making
 legal requirements

7. Highlight **two** emerging trends that may directly affect human resource management activities in organizations today. (2 marks)

- (i) _____

- (ii) _____

8. Outline **three** types of groups which may exist in an organization. (3 marks)

- (i) Internal & external
- (ii) Primary and secondary
- (iii) In group and out group

9. Highlight **three** skills that a Human Resource Manager should possess. (3 marks)

- (i) Good communication skills.
- (ii) Should be wise.
- (iii) Should be trust-worthy.

10. Give **three** reasons for displaying an organization's human resource policies within its premises. (3 marks)

- (i) Good governance.
- (ii) Good mgt.
- (iii) It helps in displaying an org resources in an expense of an un-accuracy.

SECTION B (68 marks)

Answer any **FOUR** questions in the spaces provided.

11. (a) Explain the importance of dividing the human resource management department into various sections. (8 marks)
- (b) ✱ Explain **six** factors that may contribute to group cohesiveness in an organization. (9 marks)

12. (a) Many organizations have put in place dress codes for their employees. Explain **four** reasons that may justify this situation. (8 marks)
- (b) Explain **six** benefits of computerized human resource records to an organization. (9 marks)
13. (a) Explain **four** ways in which the human relations theory by Elton Mayo has contributed to the development of human resource management today. (8 marks)
- (b) Outline **six** duties that may be undertaken by a Human Resource Manager in an organization. (9 marks)
14. (a) Outline **six** consequences of operating without human resource policies in an organization. (9 marks)
- (b) Highlight **four** characteristics of the bureaucratic approach to human resource management as proposed by Max Weber. (8 marks)
15. (a) HIV and AIDS present a challenge to organizations and human resource managers. Explain **six** measures that human resource managers can put in place to address the challenge. (9 marks)
- (b) Explain **four** difficulties that may be faced by an organization which does **not** implement its human resource records retention policy. (8 marks)
