

1908/101  
ELEMENTS OF HUMAN  
RESOURCE MANAGEMENT  
November 2016  
Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL

**CRAFT CERTIFICATE IN HUMAN RESOURCE MANAGEMENT  
MODULE I**

ELEMENTS OF HUMAN RESOURCE MANAGEMENT

**3 hours**

**INSTRUCTIONS TO CANDIDATES**

*This paper consists of TWO sections; A and B.  
Answer ALL questions in section A.  
Answer any FOUR questions from section B.  
Write your answers in the answer booklet provided.  
Candidates should answer the questions in English.*

**This paper consists of 3 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 questions in this section.*

1. Give **four** reasons for the formation of informal groups in an organization. (4 marks)
2. Outline **three** ways of managing non-active human resource records in an organization. (3 marks)
3. Young working mothers may face many challenges while performing their duties at the workplace. Highlight **three** measures that can be taken by organizations to deal with such challenges. (3 marks)
4. A committee is one of the formal work groups in an organization. Highlight **three** uses of these committees. (3 marks)
5. Identify **three** qualities that an effective human resource clerk should possess. (3 marks)
6. Give **three** reasons that make it necessary to study human resource management. (3 marks)
7. State **four** areas covered by human resource policies in an organization. (4 marks)
8. Highlight **three** measures that should be taken to ensure the security of human resource records in an organization. (3 marks)
9. State **three** benefits that male employees may derive from taking paternity leave. (3 marks)
10. Outline **three** factors that may affect the implementation of human resource policies in an organization. (3 marks)

## SECTION B (68 marks)

*Answer any FOUR questions from this section.*

11. (a) Human resource policies should possess certain characteristics. Highlight **six** such characteristics. (9 marks)
- (b) Explain **four** functions of a human resource clerk in an employee recruitment exercise. (8 marks)
12. (a) Outline **six** ways in which the human resource department may make groups effective in an organization. (9 marks)
- (b) Highlight **four** principles of scientific management by Fredrick Taylor that are useful to human resource management. (8 marks)

13. (a) Give **six** reasons why it is necessary to formulate human resource policies for employees in an organization. (9 marks)
- (b) Outline **four** ways in which a human resource manager may identify fatigue among workers in an organization. (8 marks)
14. (a) Highlight **six** challenges that may be faced in the use of computerized human resource records in an organization. (9 marks)
- (b) Highlight **four** factors that a human resource department should consider when designing a human resource records system. (8 marks)
15. (a) Outline **six** roles played by group leaders in an organization. (9 marks)
- (b) High **four** benefits of involving workers in the formulation of an organization's human resource policies. (8 marks)

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