

1908/101  
ELEMENTS OF HUMAN RESOURCE  
MANAGEMENT  
July 2017  
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.  
Maximum marks for each question are as indicated.  
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. List **four** uses of employee training records in an organization. (4 marks)
2. List **four** stages in the evolution of human resource management. (4 marks)
3. Outline **three** difficulties that an organization may face in the process of computerizing its human resource records. (3 marks)
4. Asha has been appointed as a human resource clerk at Upendo Ltd. State **four** skills that Asha will require in order to perform her duties effectively. (4 marks)
5. Describe the stages that a group may go through during its formation process. (4 marks)
6. State **three** methods that may be used to communicate human resource policies to employees in an organization. (3 marks)
7. State **two** types of groups that may be found in an organization. (2 marks)
8. List **three** sections that may be found in a human resource department in an organization. (3 marks)
9. State **three** challenges that an organization may face as a result of operating without a human resource policy. (3 marks)
10. State **two** benefits that an organization may get from having employees who possess more than one skill. (2 marks)

**SECTION B** (68 marks)

*Answer any FOUR questions from this section.*

11. (a) Explain **six** characteristics that effective groups should possess. (9 marks)  
(b) Highlight **four** factors that should be considered when formulating human resource policies in an organization. (8 marks)
12. (a) Outline **six** types of information that may be contained in an organization's employee recruitment policy. (9 marks)  
(b) Outline **four** ways in which employees can co-operate with the human resource manager to achieve organizational goals. (8 marks)

13. (a) Explain **six** duties that a human resource clerk is expected to perform in an organization. (9 marks)
- (b) Outline **four** ways in which the scientific principles of management may be applied in human resource management practice. (8 marks)
14. (a) Explain **six** challenges that an organization may face from keeping human resource records in manual form. (9 marks)
- (b) Highlight **four** circumstances under which an organization may find it necessary to prescribe a dress code for its employees. (8 marks)
15. (a) Explain **six** factors that may enhance group cohesiveness in an organization. (9 marks)
- (b) Outline **four** ways in which the human resource differs from other resources in an organization. (8 marks)

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