

2908/101

**FOUNDATIONS OF  
HUMAN RESOURCE MANAGEMENT**

November 2017

Time: 3 hours

**THE KENYA NATIONAL EXAMINATIONS COUNCIL****DIPLOMA IN HUMAN RESOURCE MANAGEMENT****MODULE I****FOUNDATIONS OF HUMAN RESOURCE MANAGEMENT****3 hours****INSTRUCTIONS TO CANDIDATES***This paper consists of **SEVEN** questions.**Answer any **FIVE** questions.**All questions carry equal marks.**Write your answers in the answer booklet provided.**Candidates should answer the questions in English.***This paper consists of 2 printed pages.****Candidates should check the question paper to ascertain that both pages are printed as indicated and that no questions are missing.**



1. (a) Highlight **four** shortcomings of Elton Mayo's human relations approach to human resource management. (8 marks)
- (b) Outline **six** benefits that an organization may derive from having human resource policies in place. (12 marks)
2. (a) Explain **five** ways in which a Human Resource Manager may use the information contained in a job description. (10 marks)
- (b) Highlight **five** negative consequences of poor placement of employees in an organization. (10 marks)
3. (a) Poka Limited uses a formal induction programme for all its new employees. Highlight **five** contents of such a programme. (10 marks)
- (b) Outline **five** internal factors that are likely to affect the recruitment process in an organization. (10 marks)
4. (a) Explain **five** benefits that an organization may derive from carrying out human resource planning. (10 marks)
- (b) Outline **five** roles of a human resource manager in ensuring harmonious employee relations in an organization. (10 marks)
5. (a) Spana Limited uses Assessment Centre method in their employee selection process. Explain **four** merits of using this method. (8 marks)
- (b) Explain **six** types of employee records that a human resource manager should maintain in an organization. (12 marks)
6. (a) The human resource manager at Sparro Limited uses critical incident technique to collect job analysis information. Highlight **five** limitations of using this technique. (10 marks)
- (b) Explain **five** challenges that a human resource manager may face when implementing human resource policies in an organization. (10 marks)
7. (a) Highlight **five** merits of maintaining human resource records in a computerized form. (10 marks)
- (b) Explain **five** benefits that an organization may derive from using the external source of recruitment. (10 marks)

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