

1908/101  
ELEMENTS OF HUMAN  
RESOURCE MANAGEMENT  
July 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 FOUR questions from section B.  
Write your answers in 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. List **four** types of human resource records that may be used in an organization. (4 marks)
2. Describe the stages involved in group formation. (4 marks)
3. Outline **three** factors that may lead to a high rate of labour turnover of young employees in an organization. (3 marks)
4. State **three** objectives that human resource management department may aim to achieve. (3 marks)
5. Outline **three** challenges that an organization may face for failing to establish a human resource department. (3 marks)
6. State **three** characteristics that an effective work group should possess. (3 marks)
7. Outline **three** factors that should be considered when formulating human resource policies in an organization. (3 marks)
8. Highlight **three** workplace measures that may be put in place towards the care and support of HIV positive employees in an organization. (3 marks)
9. Highlight **three** criticisms that can be levelled against the use of Fredrick Taylor's theory in the management of organizations. (3 marks)
10. State **three** challenges that may be faced in the implementation of human resource policies in an organization. (3 marks)

**SECTION B (68 marks)***Answer FOUR questions from this section.*

11. (a) Explain **six** benefits that an employee may derive from joining a group in an organization. (9 marks)
- (b) Highlight **four** factors that contributed to the development of human resource management practice. (8 marks)
12. (a) Give **six** reasons that make it necessary for organizations to maintain human resource policies in a written form. (9 marks)
- (b) Outline **four** causes of group conflicts in an organization. (8 marks)

13. (a) Explain **six** characteristics that a good human resource records keeping system should possess. (9 marks)
- (b) Give **four** reasons of having a dress code for employees in an organization. (8 marks)
14. (a) Explain **six** aims of keeping human resource records in an organization. (9 marks)
- (b) Explain **four** factors that the management of an organization may consider when setting up a human resource department. (8 marks)
15. (a) Explain **six** effects that may be felt in an organization where some employees are involved in the abuse of alcohol and drugs. (9 marks)
- (b) Highlight **four** areas that may be covered by an employee induction policy in an organization. (8 marks)

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