

1908/101
ELEMENTS OF HUMAN RESOURCE
MANAGEMENT
November 2021
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 FIFTEEN questions in TWO sections; A and B.

Answer ALL the questions in section A and any FOUR questions from section B 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 the questions in this section.

1. State **three** qualities of an effective human resource manager. (3 marks)
2. State **three** characteristics of a group at the performing stage. (3 marks)
3. Outline **four** requirements of an effective human resource policy. (4 marks)
4. State **four** limitations of the manual system of maintaining human resource records. (4 marks)
5. List **four** sources of human resource policies. (4 marks)
6. Give **three** issues that may pose challenges to modern day human resource managers. (3 marks)
7. List **two** types of records that may be found in an employee's file. (2 marks)
8. State **three** factors that may determine the level of group cohesiveness in an organization. (3 marks)
9. State **three** challenges that an organization may face from operating without a human resource record keeping policy. (3 marks)
10. List **three** functions of the human resource department. (3 marks)

SECTION B (68 marks)

Answer any FOUR questions from this section.

11. (a) Outline **six** ways in which a human resource manager may enhance good relations among the members of the human resource department. (9 marks)
- (b) Highlight **four** ways in which principles of scientific management by Fredrick Taylor have been applied in human resource management. (8 marks)
12. (a) Explain **four** managerial functions of a human resource manager. (8 marks)
- (b) Outline **six** characteristics of effective groups in an organization. (9 marks)

13. (a) Highlight six benefits that an organization derives from having human resource policies. (9 marks)
- (b) Outline four negative effects of informal groups on organizational effectiveness. (8 marks)
14. (a) Explain four reasons for maintaining employee training records in an organization. (8 marks)
- (b) Explain six measures that should be taken to ensure successful implementation of human resource policies in an organization. (9 marks)
15. (a) Explain six factors that an organization should consider when selecting a human resource record keeping system. (9 marks)
- (b) Highlight four ways in which an organization may benefit from automating its human resource management processes. (8 marks)

THIS IS THE LAST PRINTED PAGE.