

Question One Compulsory)

- a) Mr. Ken Koyonzo has twenty employees at his petrol stations. He pays them a modest salary at the end of each month. The employees had worked well and sales were up during the first year. Now, the sales are going down and employees appear less concerned. Advise Mr. Koyonzo on alternative compensation plans that he may consider for the employees. (10 marks)
- b) Identify and briefly describe five major sources of Human Resource for organizations in Kenya (5 marks)
- c) What are the main functions of Human Resource Management department in an organization? (5 marks)
- d) Individuals within an organization have different levels of needs which exist in a hierarchy. As the Human Resource Manager of your organization explain measures which you can take to ensure that employees needs are fulfilled at each level in the hierarchy. (10 marks)

Question Two

- a) Discuss three internal challenges in Human Resource Management (6 marks)
- b) Explain, step by step, the employment process (14 marks)

Question Three

Discuss five major non-statutory welfare schemes that an organization should put in place to ensure health, safety and security of its employees. (20 marks)

Question Four

The lifeblood of trade unionism is representation of its members in negotiations with employers. Sometimes the negotiations end in stalemates and the two parties having failed to agree resort to alternative tactics.

- a) Describe five tactics that a union can employ to compel an employer into negotiations (10 marks)
- b) Describe five bargaining moves that employers can use to counter trade unions tactics (10 marks)

Question Five

- a) All organizations have a number of Human Resources Management Policies including policies on manpower planning, selection, placement and promotion, staff training and development and, terms of service. What is the significance of having these policies in place? (10 marks)
- b) Explain the steps involved in development of policies (10 marks)