



COLLEGE OF HUMAN RESOURCE MANAGEMENT

DIPLOMA IN HUMAN RESOURCE MANAGEMENT END OF SEMESTER EXAMS

SUBJECT: THEORY AND PRACTICE OF HRM
SUBJECT CODE: 2908/201
CLASS: DHRM 2013D
LECTURER: DOROTHY MBAABU
DATE: 20th MAY 2014
TIME: 2 ½ HOURS

Instructions to candidates:

- This paper has **SEVEN** Questions
- Answer any other **FIVE** Questions

- 1.(a) Management by objectives (MBO) as method of performance appraisal may fail to achieve its intended objectives under certain circumstances. Explain five such circumstances. (10 marks)
(b) Outline five reasons that an organization may have for using an external professional counselor. (10 marks)
2. (a) In case of summary dismissal, the employer has certain obligations to the employee. Outline these obligations. (10 marks)
(b) Explain five factors that a human resource manager should consider when designing an employee incentive plan in his organization. (10 marks)
3. (a) Outline five ways through which employees may contribute to accidents at the work place. (10 marks)
(b) Even though employee training is an expensive undertaking for most organizations, it is still a necessary exercise. Explain five reasons that may justify such spending. (10 marks)
4. (a) Sometimes employees can be reluctant to seek counseling services available in an organization. Explain five measures that a human resource manager may take to encourage them to seek these services. (10 marks)

(b) Outline five advantages of using off-the-job training in an organization. (10 marks)

5. (a) Explain five challenges that a multi-national company with operations in different countries across the world is likely to encounter. (10 marks)

(b) Highlight five ways in which job evaluation helps in determining remuneration levels in an organization. (10 marks)

6.(a) Explain five measures that an organization should take to minimize accidents at the work place. (10marks)

(b) Aqua Company Limited intends to retrench a number of employees as a cost cutting measure. Explain the ethical considerations that should be taken into account when carrying out the exercise. (10 marks)

7.(a) Outline the circumstances under which an organization may find it suitable to use a group bonus scheme for its employees. (10 marks)

(b) Explain five modern methods that a human resource manager can use to evaluate employees performance in an organization. (10 marks)