



PAC INSTITUTE OF TECHNOLOGY AND SOCIAL STUDIES MAY – AUGUST 2025 ASSESSMENT

FORMATIVE ASSESSMENT

Qualification Code : **041305T4BUS**

Qualification : **Business Management Level 5**

Unit Code : **BUS/OS/BM/CR/01/5/A**

Unit of Competency : **COORDINATE HUMAN RESOURCE FUNCTIONS**

Class Code : **BM/JAN/2025/LV5**

TIME: 3 HOURS

INSTRUCTIONS TO THE CANDIDATE:

1. Read all the instructions carefully before attempting the questions.
2. You are allowed 3 Hours to Answer the questions.
3. Marks for each question are indicated in brackets.
4. Write your responses in the Separate Answer booklet provided.
5. Do not write anything on this question paper.
6. Attempt all questions in Section A and any Three questions in Section B.

SECTION A: 40 Marks

(Instructions: Attempt all questions in these section)

- 1) An organization is in the process of shaping its organization culture. State **FOUR** values that they may adopt. (4 Marks)
- 2) ABC Limited has demonstrated effective team work in its operations. Outline **FOUR** benefits they may have derived from the team work. (4 Marks)
- 3) Outline **FOUR** strategies an organization employs to optimize resources allocation and ensure efficient utilization. (4 Marks)
- 4) An organization is in the process of introducing change in its operations. Outline **FOUR** reasons that may contribute to employee's resistance to change. (4 Marks)
- 5) An organization is considering internal recruitment over external recruitment. Highlight **FOUR** advantages of internal recruitment. (4 Marks)
- 6) You have been appointed as a performance Contract coordinator in a manufacturing firm. Outline **FOUR** objectives of performance management that your office shall strive to achieve. (4 Marks)
- 7) ABC Limited has been incorporated in Kenya and shall begin its operations soon. State **FOUR** types of human resource policies that they may require to operate. (4 Marks)
- 8) A consultant has recommended for the formation of teams in your organization to spear head different projects. Highlight **FOUR** benefits that the organization may derive from implementing this recommendation. (4 Marks)
- 9) Outline **FOUR** ways of dealing with non-performing employees in an organization. (4 Marks)
- 10) ABC limited conducted an induction program for its employees and it did not meet its objectives. Highlight **FOUR** circumstances that may have led to the failure. (4 Marks)

SECTION B: 60 Marks

(Instructions: Attempt Question 11 and Any other Two Questions)

- 11) One of the employees of Huruma Limited has gone against the company policy, as the human resource manager of this company
 - A) Explain **FIVE** methods you would use to discipline the employee. (10 marks)
 - B) Explain **FIVE** steps that should be followed when disciplining the employees. (10 marks)
- 12) A) Over the last 5 years Maua Farm has experienced increased incidences. This is one of the reasons has not been achieving the set targets. The management engaged you as a HR expert to develop a HR Policy. Explain **FIVE** benefits of a human resource policy. (10 Marks)
 - B) You have been tasked to facilitate a training on performance improvement. Explain **FIVE** guidelines that you should follow for effective delivery. (10 Marks)
- 13) A) Succession planning while crucial for an organization long term success, comes with its fair share of challenges. Explain **FIVE** challenges associated with the practice. (10 Marks)
 - B) A team leader has been tasked to explain the variances between the planned outcomes against the achieved outcomes. Explain **FIVE** causes of such variances. (10 Marks)
14. A) A consultant has recommended for a training in your department. Explain **FIVE** indicators that may have prompted the recommendation. (10 Marks)
 - B) An organization has decided to adopt non-monetary rewards to motivate its employees due to its current financial constraints. Explain **FIVE** such rewards. (10 Marks)