



**STRATHMORE INSTITUTE  
DIPLOMA IN BUSINESS MANAGEMENT  
HUMAN RESOURCE MANAGEMENT & SUCCESSION PLANNING  
UNIT CODE: DE 1304  
END OF SEMESTER EXAMINATION**

**DATE: August 18<sup>th</sup> 2023**

**Time: 2 Hours**

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**Instructions**

1. This examination consists of **FIVE** questions.
2. Answer **QUESTION ONE (Compulsory)** and any **OTHER TWO** questions.

**Question One**

- a) Using relevant examples of safety measures that organizations can implement to ensure a safe working environment, describe the importance of safety measures in the workplace and their impact on employee well-being and productivity. (10Marks)
- b) Analyze a real-life case study where a company faced a safety-related issue. Identify the causes of the issue and discuss the potential consequences it had on the organization and its employees. (5Marks)
- c) Develop a comprehensive plan outlining the steps an organization should take to prevent similar safety-related incidents in the future. (5Marks)

**Question Two**

- a) Discuss the key components involved in developing a staff welfare system. Explain the importance of each component in promoting employee well-being and satisfaction within an organization. (10Marks)
- b) Choose one component of the staff welfare system discussed in part a) and analyze its impact on employee retention and engagement. Provide examples or case studies to support your analysis. (5Marks)
- c) Identify two challenges that organizations may encounter when implementing a staff welfare system and propose strategies to overcome these challenges. (5Marks)

### **Question Three**

XYZ Company is a software development firm that has been experiencing a significant turnover of talented employees. The company invests in employee training and development but fails to retain key staff members.

- a) Analyze the situation and provide specific reasons for the high turnover rate. (6Marks)
- b) Based on the reasons identified in part a), suggest two HR strategies that XYZ Company could adopt to reduce employee turnover. Explain how each strategy can address the identified issues and promote employee retention. (10Marks)
- c) Evaluate the potential benefits and challenges that XYZ Company may encounter when implementing the HR strategies proposed in part b). Support your evaluation with relevant examples or case studies. (4Marks)

### **Question Four**

- a) Explain the concept of human resource policy and its importance in organizational management. (3Marks)
- b) Discuss two key elements that should be included in a well-designed human resource policy. (4Marks)
- c) Describe the process of conducting a human resource audit and explain its significance in evaluating HR practices within an organization. (5Marks)
- d) Identify three specific areas that can be assessed during an HR audit. (3Marks)
- e) Select one of the three identified areas in part d) and develop a checklist of essential factors to consider when conducting an audit in that area. (5Marks)

### **Question Five**

- a) Discuss the role of remuneration in motivating employees. (3Marks)
- b) Explain the difference between financial and non-financial incentives and provide examples of each. (4Marks)
- c) Analyze the impact of a well-designed incentive system on employee performance and job satisfaction. (5Marks)
- d) Propose two innovative incentive strategies that organizations can implement to enhance employee motivation and engagement. (4Marks)
- e) Explain the potential benefits of each strategy and discuss how they align with current trends in the field of HRM. (4Marks)