



KARATINA UNIVERSITY
UNIVERSITY EXAMINATIONS

SECOND YEAR, FIRST SEMESTER EXAMINATION
2023/2024 ACADEMIC YEAR

FOR THE DEGREE OF:
BACHELOR OF HUMAN RESOURCE MANAGEMENT

COURSE CODE: BHR 215

COURSE TITLE: HUMAN RESOURCE POLICY

DATE: 15/12/2023

TIME: 11.00 AM - 1.00PM

INSTRUCTION TO CANDIDATES

- SEE INSIDE

ANSWER QUESTION ONE AND ANY OTHER THREE QUESTIONS

QUESTION ONE

XYZ Company

Human Resource (HR) policies serve as the guiding framework that shapes an organization's approach to managing its workforce. These policies encompass a wide range of rules, regulations, and guidelines that govern employee behavior, rights, and responsibilities within the workplace. HR policies are essential for several reasons. First and foremost, they provide clarity and consistency in how employees are expected to conduct themselves, fostering a harmonious work environment. Additionally, HR policies help mitigate legal risks by ensuring compliance with labor laws, anti-discrimination regulations, and safety standards. They also play a crucial role in talent management, as they define performance expectations, benefits, and career development opportunities, contributing to employee satisfaction and retention. Moreover, HR policies serve as a mechanism for handling conflicts, addressing grievances, and promoting fair and equitable treatment of all employees. In essence, well-crafted HR policies are the backbone of effective human resource management, promoting transparency, accountability, and a positive organizational culture that values its workforce. XYZ Company, a mid-sized manufacturing firm, is facing challenges related to its HR policies. The company has recently experienced increased turnover, low employee morale, and concerns about inconsistent policy enforcement. The HR department is tasked with reviewing and improving existing policies to address these issues.

Required:-

- a) Describe five (5) major HR policies that may be contributing to the high turnover rate at XYZ Company and demonstrate how these policies may negatively impact employee retention **(10**

Marks)

- b) Examine the role of HR policies in shaping the organizational culture at XYZ Company illustrating how HR policies be used to foster a positive and inclusive workplace culture that addresses low employee morale

(10 Marks)

- c) Discuss the importance of consistent policy enforcement in maintaining employee trust and confidence in the organization **(5 Marks)**

QUESTION TWO

- a) Assume you have been recruited as a Human Resource Management Officer at the Kenya Retirement Benefits Authority and one of your first assignments is to develop a recruitment, selection and appointment policy. Explain in details 10 content issues that your policy should cover **(10 Marks).**
- b) Describe five factors that HR experts should consider when recommending a personal development plan for a staff member **(5 Marks)**

QUESTION THREE

- a) A line manager has complained to you that he transferred one of his officers to a newly created office in another region but the officer has declined to report claiming the transport policy of the organization was not followed. Guide the said line manager on five main content issues of a transport policy that he should have observed **(10 Marks)**
- b) Explain five main considerations that should be made when crafting allowances policy **(5 Marks)**

QUESTION FOUR

- a) A newly recruited Cabinet Secretary has requested you as a HR Director to guide him on grievances and complaints handling procedures. Write a brief to him indicating 10 major item that must be considered in handling grievances **(10 Marks)**
- b) Discuss five characteristics of a sound HR Policy **(5 Marks)**

QUESTION FIVE

- a) Professional conduct refers to the ethical behavior and standards expected from individuals in a specific profession. It encompasses acting with integrity, honesty, and transparency in all professional interactions. Upholding professional conduct not only builds trust and credibility but also ensures the highest level of competence and accountability in one's chosen field. Elucidate on ten major considerations of expected professional conduct in an organization. **(10 marks).**
- b) Discuss the organization's responsibility that a HR Officer should consider when developing a Health, Safety and Environment policy. **5 marks)**

QUESTION SIX

- a) Orientation of new employees plays a very significant role in relation to retention of talented employees. Describe five main issues that an orientation and Induction Policy should cover **(10 Marks)**
- b) A drug and substance abuse policy contain assurances to employees who choose to seek help regarding the same. Discuss five major considerations of a drug and substance abuse policy **(5 Marks)**