



**KENYATTA UNIVERSITY**  
**EXAMINATION FOR THE DEGREE OF MASTER OF SCIENCE**  
**BHM 833: INDUSTRIAL HEALTH, SAFETY AND WELFARE**

**2<sup>ND</sup> SEMESTER 2025/2026**

**TIME: 3 HOURS**

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**INSTRUCTIONS:** Answer question ONE and any other THREE questions

**Read the case study below and answer Question one**

**Case Study**

ELAIS S.A. is a food processing company that produces and markets edible fats (margarine, oils, cooking fats), beverages (tea) and other food products. The company is part of a multinational group (Unilever). ELAIS S.A. employs roughly 400 people, allocated in three companies. Almost 27% of all employees work according to a shift schedule. ELAIS S.A. leadership has a formal commitment to Workplace Health Promotion (WHP) policies, as a part of its Integrated Quality System and a declared target of "Advancing Quality of Life". A formal written WHP policy is available to all employees, covering the entire workforce irrespective of the work level within the company's organization. It consists of the relevant methodology and all procedures, responsibilities, and medical, educational and statistical records. Moreover, caring for the employees' and their families' well-being is an integral part of ELAIS S.A. corporate policy and strategy. Health management is considered by ELAIS S.A. as an all-embracing task. The Occupational Health Department, established decades ago, has the responsibility for planning, implementing and monitoring health promotion plans. The company employs one part-time and two full-time professionals who deal with health promotion issues. The Occupational Health Department specialists play an integral role in job design and work re-organization within the company. A substantial WHP budget (approximately 80 000 euros in total or 600 euros per employee, according to the company's figures for the year 2025) is dedicated to the Occupational Health Department and it is readjusted every year according to the current needs.

Health promotion is emphasized both in employees and in their working environment (production methods/techniques used and specific qualities of end products) with settings such as smoking policy, exercise promotion, heart disease/circulatory, eating habits, cancer policy, medical exams etc. Related training courses for the employees are organized each year and the entire workforce participates in training during normal working time. Employee active participation is ensured through quality and health teamwork. Moreover, elected representatives of the employees, who constitute according to the law the employees' Health & Safety Committee, monitor and contribute in the application of good practice in health and safety promotion. Health indicators are presented on a quarterly and annual basis to the company's Steering Committee (senior management team) for the evaluation of the results and the suggestion of the proper corrective activities.

### Question One (Compulsory)

- a) Critically evaluate the efforts that ELAIS S.A. company has made towards improving health and safety of its employees. [10 marks]
- b) ELAIS S.A. has a formal written Occupational Safety and Health (OSH) policy. Based on standard OSH policy components, outline a concise health and safety policy guideline suitable for the company. [5 marks]
- c) According to the case, the Occupational Health Department specialists play an integral role in job design and work re-organization within the company. Explain how job design and work reorganization can be used to improve health and safety of workers. [10 marks]
- d) Highlight the wellness programmes that ELAIS S.A. company has and could have been availed to its employees and their families. [5 marks]

### Question Two

- a) Rationalize the need for implementation of industrial safety and health programmes in the work place. [5 marks]
- b) Following a serious workplace incident, critically analyze the process of investigation and reporting, and evaluate how the findings can be used to improve organizational safety and prevent recurrence. [5 marks]

### Question Three

- a) Define ergonomics and explain how ergonomic principles can be applied to improve workplace health and safety. [5 marks]
- b) Stress has become a common cause of ill health in the work place today. Discuss the measures that management should put in place to minimize work stress. [5 marks]

### Question Four

- a) You have been engaged as a health and safety consultant by a manufacturing firm. Critically discuss the process of conducting a risk assessment and explain how the outcomes would inform risk control and management decisions. [5 marks]
- b) Psychological theories suggest a relationship between individual characteristics and susceptibility to workplace accidents. Discuss. [5 marks]

### Question Five

- a) Discuss the key barriers to achieving effective occupational health outcomes in developing economies. [5 marks]
- b) Highlight the key provision of Occupational Health and Safety (OSH) Act, 2007 of Kenya. [5 marks]