

KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

2017/2018 ACADEMIC YEAR

FIRST YEAR FIRST SEMESTER

FOR THE MASTER OF SCIENCE DEGREE IN HUMAN
RESOURCE MANAGEMENT

COURSE CODE: HRM 805

COURSE TITLE: EMPLOYEE RELATIONS

DATE: 18/01/2018

TIME: 2 – 5PM

INSTRUCTION TO CANDIDATES:

- Answer question **ONE** (compulsory) and any other **THREE** questions
- Question **ONE** attracts **40 marks**
- Time allowed is **THREE** hours
- All other questions attract equal marks (**20 marks**)

QUESTION ONE

Read the short case study below and answer questions that follow

Amalgamated Printing and Containers (APC) Ltd is a printing company that produces cardboard packaging and containers for a number of different manufacturers. The current employment agreement is due to expire in six months, and the company now needs to enter negotiations to develop a new agreement with its employees. Most of the employees are members of the Australian Manufacturing Workers Union, and members are prepared to strike to gain improvements in their working conditions. Other companies that rely on APC Ltd to provide their packaging would be seriously affected by any such action.

- (a) Outline the role each of the following could have in the development of the new agreement:
- (i) Australian Manufacturing Workers Union (5 Marks)
 - (ii) Printing Industries Association of Australia (employer organization). (5 Marks)
- (b) Identify and explain ways in which employees might be directly involved in the employee relations processes at their workplace. (10 marks)
- (c) the public officers and ethics act 2009 requires officers to maintain professionalism When discharging their responsibilities. Outline five provisions of the Act, in relation to this requirement. (10 marks)
- (d) Explain five reasons that make it necessary for a country to enact labour laws. (10 marks)

QUESTION TWO

- (a) State the meaning of each of the following terms of employment:
- (i) Permanent terms (2 marks)
 - (ii) Casual terms (2 marks)
 - (iii) Probatory terms (2 marks)
 - (iv) Temporary terms (2 marks)
 - (v) Contractual terms (2 marks)
- (b) Outline SIX causes of industrial conflict (10 marks)

QUESTION THREE

When an employee has a grievance it means they have a complaint about a situation in the workplace they perceive as unfair. It may be a situation where the employee feels they are working in an unsafe environment. For example, an employee grievance was soon referred to the union when management ignored the complaints made by female employees who constantly tore their stockings on the old wooden furniture in the office. This issue finally came to a head when an employee suffered from a splinter under her kneecap. The frustrated employee went to her union and that was the catalyst for management to agree to purchase new furniture. Research has shown that a manager's skill in averting the escalation of such workplace disputes is critical. According to a senior human resource management executive at ANZ, encouraging communication and listening to staff is one way to avert potential problems in the workplace. He says: 'What we have done quite consciously is to

build better communications with our staff — direct relationships face to face with our staff for matters that affect them in the workplace and there is no substitute for that'. Supervisors and HR managers are recommended to approach grievances in the first instance at the workplace level in the following way:

- a) Why is the manager's skill in resolving disputes at the workplace level crucial in avoiding the escalation of an industrial dispute? (5 marks)
- b) Explain why a manager who adopts an autocratic management style may find it difficult to resolve disputes at the workplace level. (5 marks)
- c) Explain the steps a manager should take when confronted with an employee grievance in the first instance at the workplace level. (10 marks)

QUESTION FOUR

- (a) Outline six management practices that may lead to industrial disputes in an organization. (10 marks)
- (b) Highlight four grounds on which the management of an organization may refuse to recognize a trade union. (10 marks)

QUESTION FIVE

- (a) Explain five ways in which employees may contribute to good Industrial relations in an Organization. (10 marks)
- (b) Explain five objectives that the Federation of Kenya Employers (FKE) seeks to achieve in Labour and industrial relations. (10 marks)

QUESTION SIX

Trace the evolution process of Industrial relations Movement in Kenya since Independence. (20marks)