

KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

SPECIAL/SUPPLEMENTARY EXAM

2019/2020 ACADEMIC YEAR

FIRST YEAR FIRST SEMESTER

FOR THE DEGREE OF MASTER OF SCIENCE
IN HUMAN RESOURCE MANAGEMENT

COURSE CODE: HRM 805

COURSE TITLE: MANAGEMENT OF EMPLOYMENT RELATIONS

DATE: 18/02/2021

TIME: 8.00AM – 10.00AM

INSTRUCTIONS 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)

SECTION A: 40 MARKS
QUESTION ONE

Read the case study provided and answer the following questions

Case study, Acas

Collective conciliation between the National Union of Rail, Maritime and Transport Workers (RMT) and London Underground Limited (LUL), London 2012 Olympic and Paralympic Games.

LUL employs approximately 19,000 staff, serves 270 stations and, in 2011/2012, 1.171 billion journeys were made on the London Underground. The RMT has around 77,000 members nationwide and is one of four recognised unions (RMT, ASLEF, Unite and TSSA) with whom LUL started negotiations to bring in temporary changes to existing working patterns and practices in preparation for the period of the Games. The daily timetable for the Games extended the normal working day, and in effect, created a third daily peak of late-night, passenger activity as well as more weekend traffic. For most LUL operational staff, this would mean changing their working practices in order to ensure the Underground was able to deal with the predicted extra passenger demand. LUL needed an agreement with all its trade unions to make this happen. It began talks with them seven months before the opening ceremony, but direct talks between the parties to deliver an agreement began to stall and Acas was asked to assist. Acas began conducting negotiations from early March 2012, initially with all four unions involved. Agreement had been reached with ASLEF in respect of drivers working extended shifts in exchange for a one-off payment of £500, a supplement of £20 per shift and up to £150 dependent on a customer feedback survey covering the Games period. The new shift patterns breached agreed practices set out in the so-called Framework Agreement, and had the effect of making negotiations more difficult with the other three unions, TSSA, Unite and RMT. TSSA represented station staff and managers; Unite represented engineers; and RMT represented drivers, station staff, managers and engineers.

The talks were on a number of issues separating the three unions and LUL management, including the appropriate Games reward package for the different groups of staff, but for RMT and LUL management, the question of drivers had become particularly challenging. Added to this was a separate, ongoing dispute over the deployment of contingency staff, specifically Incident Customer Service Assistants (ICSAs) working on underground station platforms.

The LUL representative has worked in employment relations for nearly 40 years and stated that the Games were his biggest challenge yet, explaining this was 'partly due to the time pressures around the Olympic period' but also due to LUL having 'five groups of workers with multiple unions that could have broken the agreement'.

"We've never had a more complicated deal".

Gerry Duffy, LUL

1. Discuss the potential impacts of the disputes(10 marks)
2. From the case above, what does the conciliation process involve? (10 marks)

3. Using evidence from the case study explain the conciliatory skills exhibited by both parties (10 marks)
4. Discuss the outcomes of the conciliation process(10 marks)

SECTION B: 60 MARKS

QUESTION TWO

1. From a tutor at the local further education college: 'I'd be most grateful if you would talk to my business management study on the subject of "Obtaining added value from good employee relations".' Prepare an outline of your talk. (10 marks)
2. Outline the usual disciplinary procedure and discuss the importance of fairness and consistency throughout any disciplinary investigation and hearing(10 marks)

QUESTION THREE

1. From the chair of your local CIPD branch: 'We are proposing to hold a debate on the motion that: "Collective bargaining is no longer relevant today and is a waste of time for all concerned." I am not sure what your views on this are but I would like you to either propose or oppose the motion.' (10 marks)
2. Outline the discipline procedure that would assist in creating good employee relations in an organization. (10marks)

QUESTION FOUR

1. Describe the standard grievance procedure and explain the common reasons for grievance to be taken out. Analyse the benefits of dealing with any grievance promptly and effectively. (10 marks)
2. Outline the usual disciplinary procedure and discuss the importance of fairness and consistency throughout any disciplinary investigation and hearing. (10 marks)

QUESTION FIVE

1. Discuss the role of trade union in the work place and in particular the role of the shop steward or workplace representative(10 marks)
2. Describe the standard grievance procedure and explain the common reasons for grievance to be taken out. (10 marks)