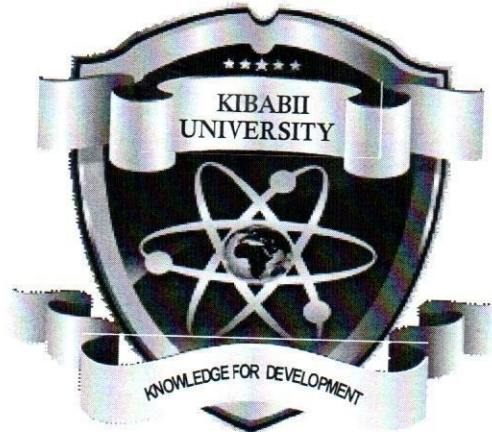


KIBABII UNIVERSITY



**UNIVERSITY EXAMINATIONS
2021/2022 ACADEMIC YEAR
FIRST YEAR FIRST SEMESTER**

MAIN EXAMINATION

**FOR THE DEGREE OF MASTER OF SCIENCE IN
HUMAN RESOURCE MANAGEMENT**

COURSE CODE: HRM 805

**COURSE TITLE: MANAGEMENT OF EMPLOYEE
RELATIONS**

DATE: 10/06/2022 TIME: 2.00PM – 5.00PM

INSTRUCTIONS TO CANDIDATES

- ANSWER QUESTION **ONE** (COMPULSORY) AND ANY OTHER **THREE** QUESTIONS
- QUESTION **ONE** ATTRACTS **40 MARKS**
- ALL OTHER QUESTIONS ATTRACT EQUAL MARKS **20 MARKS**
- TIME ALLOWED IS **THREE** HOURS

QUESTION ONE

You have recently been hired as the Human Resource Director in a fast growing company. One of the key responsibilities is to establish a Human resource department for effective management of employees. You have also established that employee relations is a major issue of concern in that company and therefore you have to formulate and implement a human relations policy with immediate effect.

- a) Explain the elements you are to include in the human relations policy you are to establish **(8 marks)**
- (b) What measures will you put in place to ensure that good employee relations prevails in your company? **(5 marks)**
- (c) Trade unions help employees to collectively voice their grievances. Expound on the conditions to be fulfilled by the employees in your company before registering their trade union **(7 marks)**
- (d) Describe the forms of collective bargaining you may employ when engaging the trade union **(5 marks)**
- (e) Analyze FIVE types of industrial disputes that you are likely to experience in your organization **(5 marks)**
- (f) Analyze FIVE types of industrial disputes that you are likely to experience in your organization **(10 marks)**

QUESTION TWO

- (a) Differentiate between psychological contract and employment contract **(10 marks)**
- (b) The philosophy of Human Resource Management has been translated into the following prescriptions that constitute the HRM model for employee relations. Substantiate **(10 marks)**

QUESTION THREE

- (a) Differentiate between protected and prohibited strike **(10 marks)**

(b) For effective employee relations, it is important for employees to have a say in matters of concern to them in their organization. Examine the various types of employee voice **(10 marks)**

QUESTION FOUR

- a) Analyze the steps you would follow when using a progressive disciplinary process in your organization **(10 marks)**
- b) Expound on the duties of occupiers/employers in maintaining health and safety in an organization **(10 marks)**

QUESTION FIVE

Managing with unions involves collective bargaining- the establishment by negotiation and discussion of agreements on matters of mutual concern to employers and unions, covering the employment relationship and terms and conditions of employment. Describe the negotiation process **(20 marks)**