

KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

MAIN EXAMS

2020/2021 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 EMPLOYEE RELATIONS

DATE: 02/08/2021

TIME: 2.00PM-5.00PM

INSTRUCTIONS TO CANDIDATES

- 1) Answer Question **ONE**(Compulsory) and **ANY OTHER THREE** Questions
 - 2) Candidates must hand in their answer booklets to the invigilator while in the examination room
 - 3) Credit is given for legibility, clarity and use of relevant examples
 - 4) Question **ONE** is **40 marks** while Questions **2-5** carry **20 marks** each
 - 5) Clearly write your **Registration Number** on each answer sheet used
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TIME: 3 Hours

KIBU observes ZERO tolerance to examination cheating

QUESTION ONE

Read the following case study and answer the questions that follow:

In the recent past, Kenya witnessed the longest ever doctors strike (about 100 days) which saw the officials of the Kenya Medical Practitioners and Dentists Union (KMPDU) imprisoned during their struggle to liberate the workers. Also worth noting is the two month strike of the University Academic Staff Union (UASU) that was called off on the 13th March 2017. These strikes notwithstanding, there are several other industrial unrests that have been witnessed in Kenya implying increasing levels of poor industrial and employee relations in Kenya's history.

- (a) (i) Examine possible causes that may have occasioned the strikes highlighted in the case above (7mks)
- (ii) In view of the case above, examine the current challenges facing employee relations in Kenya (8mks)
- (iii) Explain any FIVE types of strikes that can occur in an organization (5mks)
- (b) As an employee relations expert, which dispute resolution mechanism would you recommend in situations arising from the case above? Justify your choice (10mks)
- (c) Grievances in the workplace result to industrial actions if not effectively addressed. Describe a standard grievance procedure that would have averted the strikes above analyzing the benefits of dealing with any grievance promptly and effectively (10mks)

QUESTION TWO

- (a) Describe the usual disciplinary procedure and discuss the importance of fairness and consistency throughout any disciplinary investigation and hearing (10mks)
- (b) An employer may not take disciplinary action against a worker nor can civil proceedings be instituted against any person for participating in a protected strike or for any conduct in contemplation or furtherance of a protected strike. Explain what constitutes a protected strike as per the Labour Relations Act (2007) (10mks)

QUESTION THREE

- (a) You are the assistant communication manager of your organization. While on break you hear several employees complaining about the newsletter. "All they ever put in there are team bowling scores and a bunch of figures about production- I know where my copy is going, in the garbage!" what would you do to avert such a situation? (10mks)
- (b) Describe the requirements for effective employee relations (10mks)

QUESTION FOUR

- (a) The Employment and Labour Relations court was established in 2014 to replace the Industrial court. Explain its role in employee relations in Kenya citing its jurisdiction (10mks)
- (b) Worker participation programs and full engagement of employees are key in ensuring effective employee relations in Kenyan organizations. Elaborate (10mks)

QUESTION FIVE

- (a) The Kenyan constitution is the greatest land mark achievements in employee relations in Kenya. Substantiate (10mks)
- (b) As an employee, describe your responsibility in keeping and maintaining occupational health and safety in your work place (10mks)