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KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

MAIN EXAMS

2022/2023 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: 09/08/2023

TIME: 2:00-5:00PM

INSTRUCTIONS TO CANDIDATES

- 1) Answer Question **ONE** (Compulsory) and **ANY OTHER TWO** 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: 2 Hours

KIBU observes ZERO tolerance to examination cheating

QUESTIONS : SECTION A

QUESTION ONE

- (a) The exploitation of workers by employers forced workers to unite and form trade unions. Examine **EIGHT** objectives that trade unions may seek to achieve **(8mks)**
- (b) As an employee relations expert, show how you can use upward communication effectively to enhance employee voice **(6mks)**
- (c) Explain the importance of grievance procedure in maintaining effective employee relations **(10mks)**
- (d) Highlight the guidelines to be followed by managers to effectively impose effective discipline **(6mks)**
- (e) Describe the due process to be followed in disciplining an employee **(10mks)**

QUESTIONS : SECTION B

QUESTION TWO

- (a) Define the term conciliation as used in the management of employee relations **(2mks)**
- (b) Describe the use of conciliation by the state in resolving trade disputes **(10mks)**
- (c) In maintaining employee health and safety, employers are to register their workplaces with the Directorate of Occupational Safety and Health services (DOSHS) upon which a certificate of registration issued. Describe the contents of such a certificate **(8mks)**

QUESTION THREE

- (a) Examine the Kenyan constitution as a basis of employee relations **(10mks)**
- (b) Assess the use of the Human Resource Management approach in maintaining effective employee relations in an organization **(10mks)**

QUESTION FOUR

- a) Expound on the concept of psychological contract as a basis for employment relationship **(10mks)**
- b) From an employee's point of view, elaborate any **FIVE** aspects of the employment relationship covered by the psychological contract **(10mks)**

QUESTION FIVE

In relation to collective agreements, differentiate between:

- (i) Substantive agreements and procedural agreements **(5mks)**
- (ii) Single union deals and new style agreements **(5mks)**
- (iii) Partnership agreements and collective bargaining agreement **(5mks)**
- (iv) Picketing and lockout **(5mks)**