



UNIVERSITY EXAMINATIONS: 2013/2014
EXAMINATION FOR THE MASTER OF BUSINESS ADMINISTRATION
(MBA) HUMAN RESOURCE MANAGEMENT
HRM 509 COMPARATIVE INDUSTRIAL RELATIONS (EVENING)

DATE: APRIL, 2014

TIME: 3 HOURS

INSTRUCTIONS: Answer Question One and Any Other Three Questions

QUESTION ONE

Kemi Apparels has had a successful ten year period since inception. The last three years however have seen the company's fortunes turn so drastically that employees salaries have remained stagnant and benefits that they previously enjoyed are being withdrawn systematically. In addition, the working conditions have been deteriorating and protective clothing and equipments have not been replaced once they become worn out. The employees have decided that they must now consult their trade unions to seek the way forward.

Required:

- a) Drawing from your knowledge on regulations stipulated in the Industrial disputes Act, advice the employees on whether they have reasonable grounds to give notice for a strike. (4 Marks)
- b) Explain to them the options that are available for settling industrial disputes once they arise. (8 Marks)
- c) Explain to the Human Resource managers why it is important to have a grievance management procedure in place. (5 Marks)
- d) Explain to them why it might not be a good idea for them to consider using the government machinery for settling disputes. (4 Marks)
- e) Advice the management of Kemi apparels on the organs they should put in place to safeguard

industrial peace and harmony in the organization.

(10 Marks)

QUESTION TWO

A comparative look at trade unionism in different parts of the world reveal that Kenyan Trade Unions have a long way to go to catch up with those of developed countries.

- a) Highlight the weaknesses which afflict Kenyan Trade Unions. (8 Marks)
- b) Trade Unions employ a variety of methods to achieve their objective.
 - (i) Discuss three methods employed by trade unions to achieve their objectives. (9 Marks)
 - (ii) Explain the extent to which trade unions in Kenya have applied the given methods to achieve their objectives. (6 Marks)

QUESTION THREE

- a) Trade union influence seems to be waning systematically in many countries. Give reasons which have led to this situation. (10 Marks)
- b) With help of a diagram, illustrate the ladder type grievance management procedure for a large organization. (10 Marks)
- c) Indicate three types of offences that can lead to dismissal in the first instance. (3 Marks)

QUESTION FOUR

- a) The Human Resource manager works closely with trade unions, line managers and industrial relations personnel in ensuring proper maintenance of discipline. Clearly explain the specific roles that the human resource manager is responsible for. (14 Marks)
- b) Give a clear outline of the guidelines that should inform any disciplinary procedure that is undertaken. (9 Marks)

QUESTION FIVE

- a) Compare and contrast Human Resources management and Industrial relations management. (10 Marks)
- b) Industrial disputes are sometimes caused by factors which are not related to industry. Explain four such factors. (8 Marks)
- c) Give five reasons that delayed the onset of trade unionism in Kenya. (5 Marks)

QUESTION SIX

- a) Adoption of a grievance management procedure is essential to an organization because it detects and addresses any defective working situation before it becomes explosive. Give the various common causes of grievances. (10 Marks)
- b) “Discipline management should be progressive”. Explain the statement by clearly tracing the progressive steps. (10 Marks)
- c) In Kenya, the terms and conditions of employment are regulated by a number of Acts. Identify three such Acts. (3 Marks)