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**University Examinations 2015/2016**

**SECOND YEAR, FIRST SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT OPTION)**

**BFA 5241: EMPLOYEE RELATIONS**

**DATE: NOVEMBER 2015**

**TIME: 3 HOURS**

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**INSTRUCTIONS:** *Answer question **one** and any other **three** questions*

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**QUESTION ONE (24 MARKS)**

Industrial relations includes processes through which relationships such as work involvements in decision making, grievance and dispute settlement and management of conflict between employers and workers are expressed.

If employers are not sensitive to issues affecting their workers, the effects can be devastating, especially when the workers decide to down their tools. For instance, if all workers in the national government decided to down their tools; i.e. teachers, doctors, civil servants etc. It may be seen as proof that the government of the day has been unable to manage its affairs, thus it could even be kicked out of power as it happened in some north African Countries in the recent past.

To prevent such scenarios, the employer must remain vigilant on issues affecting workers, but at the same time, should safeguard their interest and that of the management and shareholders. This will help to avoid high cost of labour and wages that may lead to high cost of production, leading to low economic development.

Labour welfare can be seen as any effort to make life worth living for workers. It includes all matters affecting employee health, safety, conduct and general welfare.

**Questions:**

- a) Briefly explain any **five** possible aims of an employer who engages company resources in employee welfare activities (5Marks)
- b) Briefly discuss any **5** forms of workers participation in management (5 Marks)
- c) Explain various rights of an employee in a work environment according to the labour laws (8 Marks)
- d) Discuss six possible causes of employee grievances in modern work places (6 Marks)

**QUESTION TWO (12 MARKS)**

- 2a) Trade union Congress (Kenya) is holding a conference with various stakeholders to analyze several issues affecting employee – employer relations in Africa. You are invited to share your experiences as a H.R manager in an SME in Kenya. Briefly discuss six possible causes of poor industrial relations in Africa. (6 Marks)
- b) Illustrate six possible causes of indiscipline in modern work places and explain how managers can control and overcome increasing cases of indiscipline among their subordinates (6 Marks)

**QUESTION THREE (12 MARKS)**

- 3a) Industrial strikes may cause huge losses and disharmony in organizations. Briefly explain four forms of industrial strikes. (4 Marks)
- b) Illustrate various aims of establishing disciplinary procedures in modern organizations. (8 Marks)

#### **QUESTION FOUR (12 MARKS)**

4a) Parties involved in various management negotiations require negotiation skills and wit in order to successfully gain for their party. Briefly discuss five steps followed in the negotiation process

(5 Marks)

b) Discuss any seven parties involved in employee relations highlighting key roles for each party

(7 Marks)

#### **QUESTION FIVE (12 MARKS)**

a) Managers in non-unionised organizations need to ensure that employee-employer relations remain cordial. Advise such managers on various measures necessary to prevent industrial disputes in their organizations

(6 Marks)

b) On first appointment an employee is offered an employment contract containing various employment relationship information. Discuss six key items of information contained in this contract of service

(6 Marks)

#### **QUESTION SIX (12 MARKS)**

a) Collective bargaining agreements are tools that organizations use for employee retention and heightening of their commitment levels. Discuss 8 elements of a good C.B.A.

(8 Marks)

b) Discuss any 3 main strategies employed by employee relations parties in dispute resolution and explain key benefit of each

(6 Marks)