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**JOMO KENYATTA UNIVERSITY**

**OF**

**AGRICULTURE AND TECHNOLOGY**

**UNIVERSITY EXAMINATIONS 2014/2015**

**FIRST YEAR SECOND SEMESTER EXAMINATION FOR THE DEGREE**

**OF MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT**

**HEMH 3111: EMPLOYEE AND INDUSTRIAL RELATIONS**

**DATE: AUGUST 2015 TIME: 3 HOURS**

**INSTRUCTIONS: ANSWER QUESTION ONE AND ANY OTHER THREE QUESTIONS**

**QUESTION ONE (30 MARKS)**

**CASE STUDY**

A multinational Company in the food processing sector has

been operating in Kenya for about two decades. The Company

has recently decided to expand its production. Since the space is

not adequate at the present location, it was decided to shift the

factory to a new location which is about 20 Kms away from its

present site. As the workers transferred to the new site were living

in the town nearby, the union demanded an increased of Ksh.300

per month in the salary, but the company offered to give Ksh.140

only to cover the cost of transportation.

When the plant was being shifted to the new site, negotiations

went on uninterrupted between the management and the union

on several issues including pay hike. However, both parties could

not come to a settlement even after 6 months of shifting to a new

facility.

The management was firm on their decision even though the

union indicated some flexibility with respect to pay hike.

The union refused to compromise fully on the issue and they

adopted go-slow strategy to pressurize the management.

Consequently, the production went down drastically, but still

the management was firm on their stand.

In the meanwhile, the management suspended some of the

Trade Union Leaders.

1. Analyse the case given above and identify the problems,

causes and recommend possible solutions. [12 marks]

1. Assuming that you are the general manager of this company

how would you resolve the problem. [8 marks]

1. Describe FIVE possible effects of the go slow strategy

adopted by the union. [10 marks]

**QUESTION TWO (10 MARKS)**

The law establishes institutions and organizations for the

administration and management of labour relations under

the labour institutions Act of 2007. Describe the roles of

the following in industrial relations:

1. National Labour Board [4 marks]
2. Industrial Court [4 marks]
3. Committees [2 marks]

**QUESTION THREE (10 MARKS)**

Discuss the importance of industrial relations in the days of

rapid changes in the business environment. [10 marks]

**QUESTION FOUR (10 MARKS)**

Workers participation in management is considered as a mechanism

where workers have a say in the decision making process of an

enterprise. Discuss the importance of worker participation and

identify its main success factors. [10 marks]

**QUESTION FIVE (10 MARKS]**

“Collective bargaining is often termed as the best vehicle to

Industrial peace”. Justify the statement using relevant examples.

[10 marks]