



# MASENO UNIVERSITY

## UNIVERSITY EXAMINATIONS 2012/2013

### FIRST YEAR FIRST SEMESTER EXAMINATIONS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (HOMA BAY CAMPUS)

#### **MBA 836: INDUSTRIAL RELATIONS**

*Date: 21<sup>st</sup> July, 2013*

*Time: 9.00 – 12.00 noon*

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#### INSTRUCTIONS:

- ◆ Answer Question ONE and any other THREE questions.

### **Question 1**

FRESHEVER Milk Company Ltd has in the past one year been faced with employees' go slow strikes which have tremendously reduced their profit and competitive edge of the company. The personnel manager is contemplating to declare some employees redundant but the Board of Directors have rejected her action. You have just joined the company as an assistant manager in charge of industrial relations.

- a) Explain four reasons that justify the development of good industrial relations in a firm.(4 marks)
- b) Identify key factors that can contribute to industrial unrest as in the case. (2 marks)
- c) Outline the cost of strike both to the firm and individual employees. (4 marks)
- d) Elaborate on the ways in which you could handle the problem facing FRESHEVER Milk Company Ltd. (5 marks)

### **Question 2**

Discuss the doctrine of Hot Stove Rule in discipline administration. (15 marks)

### **Question 3**

- a) Discuss the trends in management and their effects on industrial relations. (8 marks)
- b) With the aid of a diagram, discuss the basic steps in grievances procedure. (7 marks)

### **Question 4**

Assess whether unitarism is the most appropriate way to think about contemporary employment relationships. Explain your answer providing comparison with pluralist theoretical perspective. (15 marks)

**Question 5**

- a) Discuss the components of reward system. (5 marks)
- b) Explain the challenges facing the Central Organization of Trade Unions (COTU) as workers umbrella in Kenya. ( 6 marks)
- c) Explain who the participants in the interaction process in industrial relations are. (4 marks)

**Question 6**

Nyamarambe Tea factory has been experiencing high employee rates and the management feels that some roles are repetitive and need to be merged and other employees deployed or relieved off their duties. Your consultancy firm has been contracted to carry out a job evaluation in Nyamarambe Tea factory to evaluate the importance of each role and the remuneration employees are suppose to be paid. Explain the methods of job evaluations you will apply examining the merits and demerits of each method. (15 marks)