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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2020/2021 ACADEMIC YEAR
FOR THE CERTIFICATE IN HUMAN RESOURCE MANAGEMENT
CHR 205 - EMPLOYEE RELATIONS

Date: 16th December, 2020.
Time: 3.00pm – 5.00pm

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

CASE STUDY: BANDA LIMITED

Currently quite a number of companies have started downsizing their workforce due to the global economic crunch. This has largely affected the operations of Banda Limited. Revenue margins have reduced and a large number of their employees are under deployed while others are idling around following reduced operations. A few employees have heard from grapevine that there is a likelihood of laying some of them off due to reduction in business operations. This has caused tension between management and employees. There has been an increase in careless accidents and customer complaints. Employees with assignments have resorted to go slows. In the last week, two incidences of violence by subordinates against their supervisors were reported. Specifically, an employee named Jeaner slapped his supervisor for being reprimanded because of handling a customer rudely. Jeaner was told to write a letter explaining why disciplinary action should not be taken against him.

- a) Explain the formal grievance redressal machinery that Jeaner could have used to address his grievances against his supervisor (8 Marks)
- b) “The employees with assignments have resorted to go slows”. Explain three other forms of strikes that the employees at Banda Limited could resort to (6 Marks)
- c) Employees learnt of their layoffs through grapevine communication. Examine the benefits Banda Limited could have derived from involving their employees in planning for the layoffs (6 Marks).
- d) List three forms of disciplinary action that the Banda Limited Management could take against Jeaner (4 Marks)
- e) Distinguish between employee relations and industrial relations (4 Marks)

QUESTION TWO (20 MARKS)

- a) Success in collective bargaining is not always guaranteed. Examine the factors that may lead to failure in collective bargaining (10 Marks)
- b) Explain five indicators of good employee relations in organizations (10 Marks)

QUESTION THREE(20 MARKS)

- a) In organization change and development process, employee participation is important. Discuss the forms of employee participation that are necessary where a radical change is required in an organization (10 Marks)
- b) Organizational effectiveness is a result of many factors together including, effective recruitment and selection, competitive reward, training and development among others. Analyze the influence of good employee relations on organization effectiveness (10 Marks)

QUESTION FOUR(20 MARKS)

- a) The Covid-19 pandemic has given rise to new issues and trends in Employee Relations. Discuss this statement highlighting measures organizations can adopt to deal with the issues. (10 Marks)
- b) As the Employee Relations Lecturer at Nyakemu University, write notes on the procedure for resolving trade disputes in Kenya (10 Marks)

QUESTION FIVE(20 MARKS)

- a) As a newly recruited shop steward, you have been asked to present a paper to the top union officials on the reasons why employees in your plant could be refusing to join trade unions. Describe what you will include in your presentation (10 Marks)
- b) As a newly recruited HR Manager at RITO Investments, you have been tasked with developing HR policies and procedures for the company. Describe the contents of the disciplinary procedure that you will develop (10 Marks)