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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2022/2023 ACADEMIC YEAR**  
**FOR THE CERTIFICATE IN HUMAN RESOURCE MANAGEMENT**  
**CHR 205- INTRODUCTION TO EMPLOYEE RELATIONS**

Date: 7<sup>th</sup> December 2022  
Time: 2:30pm-4:30pm

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

**QUESTION ONE (30 MARKS)**

- a) State the purpose of employee relations in organizations. **(6 Marks)**
- b) A drive for employee commitment demands winning the *hearts and minds* of employees to get them to identify with the organizations. Highlight any **SIX** employee relations policies and practices that can be adopted by organizations. **(6 Marks)**
- c) The concept of employee participation is the foundation of employee empowerment. As an aspiring human resource management professional, describe any **SIX** ways of empowering employees apart from resource allocation. **(6 Marks)**
- d) List any **SIX** issues embraced in an employee relations policy. **(6 Marks)**
- e) Group thinking enhances employee relations and participation. Outline some of the techniques that can be used to get active participation of employees on a specific issue. **(6 Marks)**

**QUESTION TWO (20 MARKS)**

- a) Discuss the managers' perspectives of employee relations. **(8 Marks)**
- b) Explain why it is important to keep employees informed of general matters affecting their work-role in the organization. **(8 Marks)**
- c) Workplace bullying affects at least one third of the workers through either exposure or witnessing, both of which lead to compromised health, and as a result, reduced employee and organizational productivity and, organizational effectiveness. However, there is very little evidence that organizations provide effective protection from workplace bullying. As an aspiring human resource management professional, explain some of the approaches that can be adopted by organizations in preventing workplace bullying. **(4 Marks)**

**QUESTION THREE (20 MARKS)**

- a) Justify that individual employee relations tend to be seen in various ways in the workplaces. **(8 Marks)**
- b) An employee handbook is a typical example of a written method of communication in organizations. It contains many of the terms of the employment contract, and is, therefore, an important document for employee relations' purposes. Highlight any kind of information that should be included in employee handbook. **(8 Marks)**
- c) You have received an email from your Boss which states: I keep hearing about employee engagement! What does it really mean? Clearly respond to the email. **(4 Marks)**

**QUESTION FOUR (20 MARKS)**

- a) Using a well labelled diagram, demonstrate your understanding of the employee relations framework in an undertaking. **(8 Marks)**
- b) Clearly justify that the extent to which managers and employees commit themselves to joint consultation depends on a number of important issues. **(8 Marks)**
- c) Describe the various models of communication that enhances employee relations in the organization. **(4 Marks)**

**QUESTION FIVE (20 MARKS)**

- a) Explain any **FOUR** differences between industrial relations and human resources management. **(8 Marks)**
- b) Explain any **FOUR** objectives of employer's representatives. **(8 Marks)**
- c) Using examples, discuss the sources of employee grievances in organizations. **(4 Marks)**