



Kasarani Campus  
Off Thika Road  
Tel. 2042692 / 3  
P.O. Box 49274, 00100  
NAIROBI  
Westlands Campus  
Pamstech House  
Woodvale Grove  
Tel. 4442212  
Fax: 4444175

**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR**  
**FOR THE CERTIFICATE IN HUMAN RESOURCE MANAGEMENT**  
**CHR 205: INTRODUCTION TO EMPLOYEE RELATIONS**

Date: 13<sup>TH</sup> APRIL 2023  
Time: 2:30PM-4:30PM

**INSTRUCTIONS TO CANDIDATES**

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

**QUESTION ONE (30 MARKS)**

**CASE STUDY: NKUMI LTD**

As a new Industrial Relations Officer at Nkumi Ltd you have noted that there are complaints among the employees relating to poor and inequitable remuneration, unsafe working conditions, failure of management to listen to employee grievances, discrimination against some employees, unprocedural disciplinary actions against employees, non-recognition of the trade union in the company and barring employees from joining trade unions of their choice. From the records, the company has experienced a number of employee strikes, go slows, suits relating to employment disputes, high labour turnover and reduced employee and organizational productivity in the past five years.

- a) State the main causes of employee relations challenges facing Nkumi Ltd. (6 Marks)
- b) List some of the challenges Nkumi Ltd is facing as a result of the poor employee relations in the Company. (6 Marks)
- c) Suggest to Nkumi Ltd some of the measures the company should put in place to enhance good employee relations in the company. (6 Marks)
- d) List six reasons why employees of Nkumi Ltd could be interested in joining the trade unions. (6 Marks)
- e) Explain three alternative dispute resolution mechanisms that as the industrial relations Officer you would use in dealing with the employment disputes in Nkumi Ltd. (6 Marks)

**QUESTION TWO (20 MARKS)**

- a) Examine six conditions necessary for collective bargaining to be successful. (6 Marks)
- b) Analyze the formal procedure that should be followed in grievance handling in organizations. (8 Marks)
- c) Explain six challenges faced by trade unions in Kenya. (6 Marks)

**QUESTION THREE (20 MARKS)**

- a) Justify the need for employee participation in decision making in organizations. (8 Marks)
- b) Examine the causes of trade disputes in organizations in Kenya. (6 Marks)
- c) Evaluate six factors that influence employee relations in organizations. (6 Marks)

**QUESTION FOUR (20 MARKS)**

- a) Describe the formal disciplinary procedure that may be followed in dealing with employee misconduct in an organization. (8 Marks)
- b) Explain the trade dispute resolution procedure that is provided for by the Labour Relations Act of Kenya. (6 Marks)
- c) Explain six reasons for employee non unionization in Kenya. (6 Marks)

**QUESTION FIVE (20 MARKS)**

- a) Analyze four challenges posed by the emerging issues and trends in employee relations (8 Marks)
- b) Examine three conditions necessary for success in joint consultation. (6 Marks)
- c) Describe the roles played by the main parties in employee relations (6 Marks)