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KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
FIRST YEAR, SECOND SEMESTER EXAMINATION
FOR THE DIPLOMA IN BUSINESS ADMINISTRATION
DBA 1009– LABOUR AND INDUSTRIAL RELATIONS

Date: 18TH April 2024
Time: 11:30AM – 1:30PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

LABOUR AND INDUSTRIAL RELATIONS SYSTEM AND PRACTICE

Generally, understanding Industrial relations system and practice requires cooperation, recognition of the dignity of the individual and respect to fundamental principles and rights at work such as freedom of association and right to collective bargaining. Proactive and responsive industrial relations framework would enhance workplace dialogue, pre-empt existence of industrial discontent and put in place mutually beneficial mechanisms limit industrial disputes and disruptions to production. However, in some organisations industrial relations system and practice appears reactive and based on the traditional models of industrial relations, which looks at the workplace relationship as one power imbalance in favour of the employer. The traditional industrial relations system and practice grew in three phases but currently it is out of step with the modern workplace where employees are seeking more meaningful work along with a voice in the decisions that affect them. A reactive and non-responsive labour and industrial relations system is a breeding ground for industrial disputes, production and labour inefficiencies, and weak levels of organizational competitiveness which is inconsistent with the needs and aspirations. In addition, labour is not a commodity! Hence, labour and industrial relations system and practices can be improved if parties promote social dialogue and social justice as a mechanism for promoting industrial peace and harmony, and guaranteeing the social and economic rights of workers and employers. The parties could also acquire negotiation skills and knowledge in labour relations to promote voluntary and expeditions dispute resolution. A modern industrial relations system, which is proactive and responsive in nature would reduce the cost of providing and accessing justice, enhance confidence of parties to the industrial disputes in the settlement procedures, and promote compliance and mutuality between the parties.

Required:

- a) *Labour is not a commodity!* Discuss the three phases in history and emergence of employment relationship, as understood in the context of labour and industrial relations. **(6 Marks)**
- b) Highlight six fundamental principles and rights at work as discussed in the case study. **(6 Marks)**
- c) Demonstrate understanding of any three components of modern industrial relations **(6 Marks)**
- d) Examine any three good practices that can improve the industrial relations system as explained in the case study. **(6 Marks)**
- e) Explain the effect of reactive and non-responsive industrial relations systems. **(6 Marks)**

QUESTION TWO (20 MARKS)

- a) Examine four functions of National Labour Board as an institution of labour and social dialogue in Kenya. **(8 Marks)**
- b) Explain any eight negotiation skills and strategies that is helpful in promoting harmonious industrial relations. **(8 Marks)**
- c) Explain the main purpose of the Labour Relations Act 2007 as a legal instrument in maintaining harmonious labour and industrial relations. **(4 Marks)**

QUESTION THREE (20 MARKS)

- a) Discuss any four approaches of labour and industrial relations. **(8 Marks)**
- b) Using examples, suggest some of the ways in which industrial relations can be improved. **(8 Marks)**
- c) Using examples, explain the types of social protection systems in Kenya. **(4 Marks)**

QUESTION FOUR (20 MARKS)

- a) Explain eight clauses that you can include in your labour relations policy. **(8 Marks)**
- b) Using examples, analyse the role of trade unions in regulating employment relationship. **(8 Marks)**
- c) Using a diagram, demonstrate understanding of the employee voice framework. **(4 Marks)**

QUESTION FIVE (20 MARKS)

- a) Discuss the significance of Social Action Theory in labour and industrial relations. **(8 Marks)**
- b) Using examples, explain four types of collective agreements that exists in labour relations management. **(8 Marks)**
- c) Discuss the competing and conflicting interests in employment relationship. **(4 Marks)**