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KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
SECOND YEAR, SECOND SEMESTER EXAMINATION
FOR THE DIPLOMA IN HUMAN RESOURCE MANAGEMENT
DHR 1008: EMPLOYEE RELATIONS

Date: 12TH APRIL 2024
Time: 11:30AM-1:30PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

Case Study: Employee Relations Dynamics at ABC Manufacturing Ltd.

ABC Manufacturing Ltd., a leading player in the manufacturing sector, is currently grappling with complicated employee relations challenges. The organization is facing issues related to the employee relations climate, an increase in employee grievances, industrial disputes, concerns over employee discipline, inadequate employee participation and involvement, and the presence of a trade union. The Human Resources (HR) department is tasked with resolving these complex issues and devising a comprehensive strategy to foster a good work environment.

The overall employee relations climate at ABC Manufacturing Ltd. has been strained, impacting the organization's productivity and employee morale. There are growing concerns about communication breakdowns, lack of job satisfaction, and a general sense of dissatisfaction among the workforce. The company has experienced a notable increase in the number of employee grievances filed in the past year. These grievances span from workplace discrimination and harassment to issues related to compensation and benefits. The unresolved grievances are contributing to a noticeable tension within the organization.

Instances of industrial disputes, such as strikes and work stoppages, have become more frequent. The organization is struggling with understanding the root causes of these disputes and finding effective ways to resolve them to ensure continuous operations. Concerns have been raised about the consistency and fairness of the employee discipline process. Instances of employee misconduct are not consistently addressed, leading to frustration among employees and worsening the existing employee relations challenges. Employees feel disconnected from decision-making processes, and there is a lack of initiatives to encourage active participation and involvement. This has resulted in a disengaged workforce and hindered the organization's ability to tap into the collective intelligence of its employees. A trade union has gained prominence within the organization, adding another layer of complexity to employee relations. The union is actively advocating for the rights and interests of its members, creating an additional dimension to the employee relations landscape.

Required

- a) Improving the employee relations climate is essential for creating a positive and productive workplace environment. Describe the strategies that the management at ABC manufacturing Ltd can use to improve employee relations climate. (6 Marks)
- b) Enumerate specific actions that ABC Ltd can put in place to address and minimize grievances. (5 Marks)
- c) As an employee relations expert help ABC company to identify four possible root causes of the industrial disputes. (4 Marks)
- d) Identify measures ABC company should to take to improve the effectiveness of the employee discipline process. (5 Marks)
- e) Highlight the importance of employee participation and involvement to ABC Company. (5 Marks)
- f) From the case study identify any four areas of collaboration between the trade union and the management of ABC company to address common concerns. (5 Marks)

QUESTION TWO (20 MARKS)

- a) The International Labour Organization (ILO) is a specialized agency of the United Nations that focuses on promoting social justice and fair labor practices globally. Discuss the main objectives of ILO. (8 Marks)
- b) Employee diversity, equity, and inclusion (DEI) are critical aspects of creating a positive and inclusive workplace culture. Discuss the strategies an organization can use to implement diversity equity and inclusion. (8 Marks)
- c) Examine the economic impact of industrial disputes in an organization. (4 Marks)

QUESTION THREE (20 MARKS)

- a) The dynamics of the global economy has impacted trade unions and their operations. Examine the contemporary labour unions trends. (8 Marks)
- b) Evaluate the necessary conditions for successful employee participation to take place in an organization. (8 Marks)
- c) Explain any three types of industrial actions and give examples. (6 Marks)

QUESTION FOUR (20 MARKS)

- a) Examine any four of the contents of collective bargaining agreement. (8 Marks)
- b) As an official of Central Trade Union Organization (COTU), explain to the members the key functions of COTU. (6 Marks)
- c) As businesses expand globally, the workforce becomes more culturally diverse, requiring effective cross-cultural management strategies. Discuss Strategies that organizations can use for Successful Cross-Cultural Employee Relations. (8 Marks)

QUESTION FIVE (20 MARKS)

- a) Employee mental health and well-being are crucial aspects of a productive and healthy workplace. Explain how an organization can improve mental health and wellbeing at the work place. (8 Marks)
- b) As an Employee Relations Manager, explain to the line managers the employee disciplinary procedure in your organization. (8 Marks)
- c) Enumerate the differences between Industrial relations and employee relations. (4 Marks)