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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR
FOR THE DIPLOMA IN BUSINESS ADMINISTRATION
DBA 1009: LABOUR AND INDUSTRIAL RELATIONS

Date: 19TH APRIL 2023
Time: 11:30AM-1:30PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

MODERN INDUSTRIAL RELATIONS

Modern industrial relations system and practice requires cooperation, recognition of the dignity of the individual and respect to fundamental principles and rights at work. 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 organizations 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. This system and practice of industrial relations 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. Such a reactive and non-responsive 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. The industrial relations system and practices can be improved if parties promote social dialogue 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 speedy 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. It is a sure way of preventing and minimizing interruptions to businesses and production due to industrial action as it targets improvement in labour-management relationships and organizational effectiveness. It proactively engages the parties at the earliest possible moment and helps them resolve their differences cooperatively and with innovative joint solutions. Such a mechanism provides the parties with most effective tools for achieving productivity, and innovation and competitiveness, which are the central ingredients for growing the economy.

Required:

- a) Describe the components of modern industrial relations as described in this case study. **(6 Marks)**
- b) Describe the fundamental principles and rights at work as covered by the International Labour Organization. Declaration on fundamental principles and rights at work (1998). **(6 Marks)**
- c) Examine good practices that can improve the industrial relations system as explained in the case study. **(6 Marks)**
- d) Explain the effect of reactive and non-responsive industrial relations systems. **(6 Marks)**
- e) Explain the negotiation skills and strategies that is helpful in promoting harmonious industrial relations. **(6 Marks)**

QUESTION TWO (20 MARKS)

- a) Explain the role of collective bargaining as stipulated in International Labour Organization Convention 154. **(8 Marks)**
- b) Explain the main objective of Kenya's Industrial Relations Charter as a legal instrument adhered to by the labour market actors. **(8 Marks)**
- c) Since you aspire to demonstrate high level of professionalism in your work, distinguish between work ethics and integrity. **(4 Marks)**

QUESTION THREE (20 MARKS)

- a) Trade unions use collective bargaining agreements as an instrument to stabilize the economy and to promote harmonious industrial relations. Discuss other major roles that trade unions play as an actor in the labour market. **(8 Marks)**
- b) Using examples from organization of your choice, discuss the factors influencing the choice and implementation of employee voice initiatives in 21st Century organizations from the employer perspective. **(8 Marks)**
- c) The National Labour Board advises the government on any issue arising from the International Labour Organization and the International Labour Organization Conventions. Explain the importance of International Labour Standards. **(4 Marks)**

QUESTION FOUR (20 MARKS)

- a) Explain the purpose of Labour Relations Act of 2007. **(8 Marks)**
- b) Explain any **FOUR** objectives of employer's representatives. **(8 Marks)**
- c) Highlight the approaches of labour and industrial relations. **(4 Marks)**

QUESTION FIVE (20 MARKS)

- a) Representative participation is key in maintaining harmonious labour and industrial relations. Discuss the various forms of representation participation you can adopt in your organization. **(8 Marks)**
- b) Explain the common causes of staff grievances, giving clear mitigation approaches to every issue identified. **(8 Marks)**
- c) Using examples, examine the types of industrial action. **(4 Marks)**