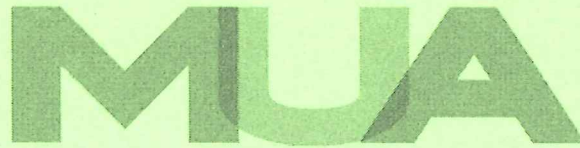


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF COMMERCE

HRM 411: LABOUR RELATIONS

DATE: 2ND AUGUST 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the case study below carefully and answer the question that follows:

EFFECTS OF COVID 19 PANDEMIC

The Employment and Labour Relations court has dismissed a case seeking to stop Sugar Company in Kenya from downscaling its workforce amid low business returns due to the Covid-19 pandemic.

The Union representative said some of the issues raised in the case by the Kenya Union of Sugarcane Plantation and Allied Workers (KUSPAW) are the subject of other court cases, hence are subjudice and ought to be addressed in those specific suits. The representative also ruled that most of the other issues raised have already happened, such as termination of the fixed term contracts or expiry of time and validity of ongoing outsourcing of labour.

In its court papers, the union said that in July, last year the sugar company issued a memo directing workers to sign new contracts. On the said month, he noted that employees found gates manned by police officers and employees were divided into groups with instructions to sign new contracts which they signed but got no copies.

The union representative said the company also issued letters of termination dated in June last year to all truck drivers, who were working on both permanent and contract terms, without following due process. It argued that the conduct violated the MoU signed by the tripartite parties and government directive that workers should not lose employment during CovidD-19 period. It described the development as an unfair Labour practice against contracted workers.

However, the company through its human resource manager told court that it employed over 4,000 employees and more than 2,500 employees are on fixed-term contracts whereas the rest are on permanent and pensionable terms. The human resource manager said the pandemic has adversely affected the business.

Required:

- a) Using the case above, discuss five ways in which the Government of Kenya is involved in disputes resolutions. **(10 Marks)**
- b) Industrial Relation is an of living together for the purpose of production, describe to the management of the above Sugar Company any five Importance' of employee relations in Kenya. **(5 Marks)**
- c) The core purpose of a trade union is to negotiate wages and better working conditions, enforce terms of collective bargaining, using examples discuss four approaches of collective agreement. **(10 Marks)**

QUESTION TWO

- a) Write short notes on the following;
- I. Mediation. **(2 Marks)**
 - II. Arbitration. **(2 Marks)**
 - III. Negotiation. **(2 Marks)**
 - IV. Conciliation. **(2 Marks)**
 - V. Federation of Kenya employers (FKE). **(2 Marks)**
- b) Conflict is inevitable, seems to be everywhere these days, briefly describe five the causes of conflict. **(5 Marks)**

QUESTION THREE

- a) Collective bargaining is a process where employers bargain with employees about terms and conditions of employment and other matters that are of mutual interest. Justify the objectives of collective bargaining to an organization. **(10 Marks)**
- b) Labour relations matters in Kenya regulated by three bodies, using examples discuss five functions of industrial court in Kenya. **(5 Marks)**

QUESTION FOUR

- a) Sometimes disagreements can arise between the players in Industrial relations in the process of collective bargaining and implementation of the agreement, highlight any five positive effects of industrial dispute in organizations today. **(5 Marks)**
- b) Using relevant examples discuss the various types of trade unions. **(10 Marks)**

QUESTION FIVE

- a) Conflict resolution is conceptualized as the methods and processes involved in facilitating the peaceful ending of conflict, analyze the four methods of conflict resolution. **(8 Marks)**
- b) Industrial relation is concerned with the relationship between the Management and Employees and the ways of resolving any industrial disputes, examine any seven methods for deterrence of industrial dispute. **(7 Marks)**

QUESTION SIX

- a) Trade unions exist because an individual worker has very little power to influence decisions that are made about his or her job, explain five roles of Trade unions in Kenya. **(10 Marks)**
- b) Using an organization of your choice describe five causes of employee grievances that should be considered by the Management. **(5 Marks)**