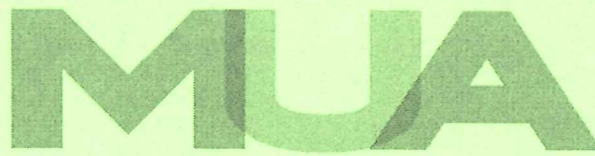


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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP**

**HRM 300 : INDUSTRIAL RELATIONS**

**DATE: 2<sup>ND</sup> 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 questions that follow:**

**RELIANCE TEXTLE**

The plant of Reliance textile spread over 120 acres and with assets of over \$300 billion, was established in 1966. According to the World Bank, it is one of the most modern textile complex. Company posted its highest ever turnover of over USD 44 billion and its net profit increased to USD 3.6 billion in the year 2022. In spite of increased profits, workers find their lives not improving and worsening day by day. On 2nd February 2022, Reliance Textile workers had been on strike due to highly exploitative wage structure and dreadful working conditions. They formed a new, independent union as the most of approximately 1100 permanent and approximately 4000 contract workers assert their rights and continue their strike which started from the second shift on 2nd February 2022

According to the workers, since 20 years company's profits increased ten-fold though the salaries and wages for the workers has more or less been the same, but the salary of the managerial staff increased many times. No legality of payment in terms of pay slips is maintained, only a voucher is signed. Overtime is paid in single rate, while strict surveillance is maintained and late entry is severely punished. Workers now organized as Reliance Employees Union submitted a 16-point demand list to the management during the strike, The list includes a 60% hike in wages and regularization of contract workers, besides double rate overtime, a 20% increase in bonus, increase of daily wage of contract workers, renewal of fixed salary system, uniform rights for wage board, tea-snacks in the canteen, no fine for 10 minute late entry, to fill accident forms according to procedure, an end to harassment of workers, and an assurance that striking workers will not be fired and no deduction of wage for the strike period is made.

The company meanwhile responded with police deployment, intimidation, arrest of workers' leaders and a media campaign which says that the workers have only been miffed for not being allowed to carry mobile phones inside the factory. Declaring the strike to be illegal, and arresting the leaders, police has posted itself in the factory

gate. The workers, fed up of both these Unions' corrupt practices, say how they act as "extended office of the management". Every three years, a settlement is brokered between these two Unions' officials and the management, but workers are kept out of it and do not even get to know of the deal brokered. No notice is put up. Four years back, both these Unions even agreed to accept that there will be no recess hour for the workers to have tea. So the workers were henceforth forced to have tea on the way to the bathroom, and in the location of work in an unhygienic and dirty atmosphere, so that work is not disturbed and time 'better managed.'

**Required:**

- a) Assess five causes of industrial disputes at Reliance Textile (10 marks)
- b) Explain seven employees' conditions for ending the strike (7 marks)
- c) Evaluate four reasons why workers were dissatisfied with their unions (8 marks)

**QUESTION TWO**

- a) Explain five importance of industrial relations (10 marks)
- b) Explain five effects of bad industrial relations (5 marks)

**QUESTION THREE**

- a) Analyse five objectives of collective bargaining in industrial relations (10 marks)
- b) Explain five responsibilities of trade unions as they pursue their rights (5 marks)

**QUESTION FOUR**

- a) Assess five causes of conflicts in organizations (10 marks)
- b) Analyse five criticisms of employee participation and involvement (5 marks)

**QUESTION FIVE**

- a) Evaluate five signs of potential employee grievances in an organization  
(5 marks)
- b) Assess five determinants of industrial relations in Kenya  
(10 marks)

**QUESTION SIX**

- a) Evaluate five implications of the pluralistic approach to industrial relations  
(10 marks)
- b) Describe the procedure for state involvement in industrial disputes in Kenya  
(5 marks)