



**UNDERGRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

**DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/  
BACHELOR OF COMMERCE**

**HRM 300/HRM 411 : INDUSTRIAL RELATIONS/ LABOUR RELATIONS**

**DATE: 13<sup>TH</sup> APRIL 2026**

**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:**

### **NAVIGATING INDUSTRIAL RELATIONS AT OMEGA INDUSTRIES**

Omega Industries, a mid-sized manufacturing firm employing over 800 workers, had long prided itself on an inclusive approach to management. In 2018, the company launched an extensive employee involvement program designed to integrate workers into decision-making processes. This initiative included the creation of joint management–employee committees, regular consultation sessions, and an internal communication platform that allowed every employee to submit feedback on operational improvements. The objective was to foster a collaborative culture where ideas were exchanged openly, and employees felt a sense of ownership over the company’s progress. By proactively engaging its workforce, Omega Industries sought to preempt conflicts and build a more resilient industrial relations framework.

In early 2019, however, a series of strategic changes initiated by top management led to growing internal tensions. The decision to restructure production schedules without adequately consulting front-line workers and union representatives sparked anxiety throughout the workforce. Employees were concerned about potential job losses, increased workloads, and reduced earning potential. As these issues escalated, union leaders began voicing their concerns more forcefully. By mid-2019, informal discussions among workers had transformed into organized protests, and the atmosphere grew increasingly adversarial. The situation reached a tipping point on December 1, when a significant contingent of employees staged a strike to demand a re-evaluation of the new scheduling policies, alongside a call for improved wage structures and enhanced employee involvement in future decision-making.

During the initial phase of the strike, communication between Omega Industries’ management and its workforce was severely compromised. Management’s initial response was largely top-down, with little regard for the detailed grievances of the employees, which only deepened the mistrust. Memos and terse emails failed to capture the nuances of the workers’ concerns, and union representatives struggled to relay collective feedback accurately to senior management. This breakdown in communication not only fueled the strike but also broadened the conflict, with both sides entrenched in their positions. Workers accused management of disregarding their input and overlooking critical safety and welfare needs, while the company

contended that the strike was an irresponsible reaction that threatened overall productivity.

Realizing that the impasse was harming the company's operational stability, senior management eventually acknowledged the need to overhaul its communication strategy. In January 2020, Omega Industries engaged an external mediation expert to facilitate a series of open forums and structured negotiation sessions between management and union leaders. Daily town hall meetings were instituted to ensure that concerns could be aired transparently and addressed promptly. A dedicated hotline was also established to capture real-time feedback. These measures marked a turning point in the crisis. As both sides began to actively listen and respond to each other's needs, the atmosphere gradually shifted from confrontation to collaboration. Extensive negotiations ensued over the next several weeks, during which both parties revisited the issues of wage structures, production schedules, and employee safety protocols. The union's demands for greater involvement in quarterly strategic planning were incorporated into a new industrial relations framework, while management committed to regular updates regarding business performance and operational changes.

**Required:**

- a) Analyse five ways through which the strike at Omega Industries was resolved **(10 marks)**
- b) Assess the outcomes of employee involvement at Omega Industries **(10 marks)**
- c) Evaluate the causes of tension at Omega Industries **(5 marks)**

**QUESTION TWO**

- a) Industrial relations is one of the key functions of human resource management. Assess eight core objectives of industrial relations. In your answer, discuss how each objective can be achieved and contribute to organizational effectiveness. **(8 marks)**
- b) Critically discuss seven types of disputes that fall within the jurisdiction of the Employment and Labour Relations Court in Kenya. For each dispute, provide a

brief example of how it might arise and discuss its implications for industrial relations. **(7 marks)**

### QUESTION THREE

- a) Drawing from relevant theories and empirical studies, analyze five distinct approaches to industrial relations. In your discussion, evaluate the strengths and limitations of each approach in addressing contemporary labor challenges and enhancing workplace cooperation. **(10 marks)**
- b) Using examples from organizational case studies and supported by academic frameworks, assess five key rules of conciliation utilized in the resolution of organizational conflicts. Elaborate on how these rules help facilitate effective communication and conflict resolution. **(5 marks)**

### QUESTION FOUR

- a) Drawing your responses from practical examples, evaluate five primary aims of employee involvement and participation by discussing how promoting participation can affect overall performance within an organization. **(10 marks)**
- b) Drawing on historical and contemporary examples, examine five important roles played by the trade union movement in Kenya, citing the challenges faced in trying to reach those aims **(5 marks)**

### QUESTION FIVE

- a) From both theoretical insights and practical examples in organizational behavior, evaluate five signs that could indicate the presence of potential grievances within an organization. Explain how early identification of these indicators can help preempt larger conflicts and foster a healthier work environment. **(5 marks)**
- b) Using collective bargaining theories and case studies, assess five requisites for successful collective bargaining. Discuss how these requisites help in creating a

platform for constructive dialogue and achieving balanced outcomes for both employers and employees. **(10 marks)**

### QUESTION SIX

- a) Using real-world examples, evaluate five strategies that contribute to effective negotiation. In your answer, elaborate on how these strategies help negotiators overcome impasses and reach mutually beneficial agreements in diverse contexts. **(10 marks)**
- b) Using examples of organizations in Kenya as a reference point, examine five key benefits that can accrue to employees as a result of good industrial relations. Discuss the broader impact of these benefits on employee morale, productivity, and overall organizational success. **(5 marks)**