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**KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR**  
**FIRST YEAR, FOURTH SEMESTER EXAMINATION**  
**FOR THE DIPLOMA IN HUMAN RESOURCE MANAGEMENT**  
**DHR 1008: EMPLOYEE RELATIONS**

Date: 18<sup>TH</sup> APRIL 2023  
Time: 11:30AM-1:30PM

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

**QUESTION ONE (30 MARKS)**

**Read the case study below and answer the questions that follow**

MAC Company Limited was registered on 1<sup>st</sup> Jan 2015 and granted certificate of trading on 1<sup>st</sup> June 2015. The company specializes with electronic products, with its headquarters located in Nairobi. The first CEO of the company was Mrs. Matando. At inception the company had 30 employees. The CEO used to meet the employees every fortnight so that she can get feedback on the challenges they faced in the work place and be able to address them on time. During the staff meetings Mrs. Matando used to involve the employees in decision making and also gave them allowances. The employees were allowed by the CEO to join trade unions and Mr. Managi was appointed by CEO to represent workers interests in the Union. This made the employees very motivated and within a span of three years the company had become a giant supplier of electronic products.

However Mrs. Matando found green pastures in COMENA Company limited where she was given a similar job but with a double salary pack and host of fringe benefits. The Board Directors of MAC Company limited employed Dr. Mabaya as the CEO who was heading a law firm in Kayole. The new CEO of MAC company limited introduced several changes one month after he landed in the company. The changes included, salary pay cuts, elimination of allowance employees used to get, further the CEO viewed the fortnight staff meetings as a waste of time and involving employees in decision making has no gain at all.

The annual leaves for employees were also cancelled. Employees who visited CEO's office were often dealt with by CEO with a lot of mistrust. When Mrs. Mboga who was 9 months pregnant and had gone to CEO office to apply for maternity leave she was denied leave and CEO advised her there is no problem delivering in the department. The new CEO had no time of listening to employees complaints had This sparked employees' fury and all downed their tools and went to the streets chanting slogans. "Mabaya must go" "Mabaya must go". A day after employees striked, there was media coverage in the news paper: Dr. Mabaya CEO MAC Company limited rejected by employees.

- a) Identify explain the reasons that accounted for the success of Mrs. Matando. **(6 Marks)**
- b) In regard to employee relations explain the causes of lack of employee good will during the tenure of Dr. Mabaya. **(6 Marks)**
- c) Discuss the measures Dr. Mabaya can put in place to improve the good employee climate. **(6 Marks)**  
Explain the consequences of the employee's actions to MAC Company during the tenure of Dr. Mabaya? **(6 Marks)**
- d) Advise Dr Mabaya why he should embrace grievance system in the organization? **(6 Marks)**

### **QUESTION TWO (20 MARKS)**

- a) Explain any four justifiable grounds which can lead to summary dismissal of an employee in an organization **(8 Marks)**
- b) Examine the functions of international labour organization (ILO) **(6 Marks)**
- c) Evaluate the circumstances under which the registrar of Societies can cancel or suspend the certificate of registration of a registered trade union **(6 Marks)**

### **QUESTION THREE (20 MARKS)**

- a) The headquarters of international labour office in (ILO) is situated in Geneva. Discuss any four functions of this office. **(8 Marks)**
- b) Examine the economic impacts of Industrial disputes from the following perspectives
  - i) Employer **(3 Marks)**
  - ii) Employee **(3 Marks)**
- c) Explain the role played by safety managers in an organization with regard to health and safety issues **(6 Marks)**

### **QUESTION FOUR (20 MARKS)**

- a) Examine the aims of employee involvement and participation. **(8 Marks)**
- b) Discuss any four employee relations policies **(4 Marks)**
- c) Evaluate any four causes of poor industrial relations **(8 Marks)**

### **QUESTION FIVE (20 MARKS)**

- a) Explain the reasons which make workers prefer to take their cases in employee and labour relations court as opposed to other courts **(8 Marks)**
- b) i) What do you understand by the term Collective Bargaining Agreement (CBA)? **(2 Marks)**  
ii) Explain the contents of a good collective bargaining agreement **(4 Marks)**
- c) “Dissatisfied employees in organization usually communicate to management by way of protests commonly known as strikes” Discuss any three types of strikes used by employees. **(6 Marks)**