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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR  
FOURTH YEAR, SECOND SEMESTER EXAMINATION  
FOR THE DEGREE OF BACHELOR OF SCIENCE  
(BUSINESS ADMINISTRATION)

Date: 6<sup>th</sup> December, 2023  
Time: 2.30pm –4.30pm

**KHR 406 - EMPLOYEES RELATIONS**

**INSTRUCTIONS TO CANDIDATES**

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

**QUESTION ONE (30 MARKS)**

**ABC MANUFACTURING COMPANY LIMITED**

Sarah has worked at ABC Manufacturing Company Limited, a mid-sized manufacturing company, for a considerable amount of time. John is her direct manager at work in the production department. Sarah has started to feel unfairly treated and unhappy with her working conditions. She made the decision to lodge a grievance against John, claiming partiality, unfair workload distribution, and maltreatment. All workers of ABC Manufacturing Company Limited are informed during orientation about the company's well-established grievance management system as well as a disciplinary procedure that were aimed at enhancing their relationship with the senior management. This procedure guarantees employees have a methodical and equitable way to voice their complaints. Among the steps are: informal discussions, formal grievance, investigation, resolution and appeals. Sarah decided to file a formal grievance. She lodged formal grievances against her supervisor, John, in writing with the HR department. After launching an investigation, the HR manager spoke with Sarah, John, and other staff members who could have knowledge that could be useful.

They looked into correspondence and performance reports as well. HR suggested a solution following a comprehensive examination. They discovered that Sarah's workload distribution was in fact different from that of her peers and that John's management style showed signs of partiality. Consequently, the HR manager suggested that Sarah's workload be changed to comply with corporate guidelines and that John receives managerial training. Senior management gave its approval to this resolution. The proposed managerial training was given to John, and Sarah's workload was modified as a result. For several months after the recommendations were made, HR kept an eye on the issue to make sure the improvements were working. Sarah reported that her working environment had improved, and she and John had a better relationship. Sarah's grievance was successfully resolved by ABC Manufacturing Company Limited by adhering to its defined grievance management procedures.

**Required:**

- a) Explain the reasons that informed Sarah's decision to lodge a grievance against her manager, John. (6 Marks)
- b) Describe the steps involved in ABC Manufacturing Company Limited's grievance management system. (6 Marks)
- c) ABC Manufacturing Company's human resource director had established a disciplinary procedure just in case it was deemed necessary. Describe the various discipline concerns that the management of ABC Manufacturing Company would have been considering. (6 Marks)
- d) Examine the rationale behind the decision to match Sarah's workload with company policies. (6 Marks)
- e) Justify John's need for managerial training in order to improve his interactions with Sarah and other staff members. (6 Marks)

**QUESTION TWO (20 MARKS)**

- a) You have been called upon to speak on the “Elements of employee relations in contemporary organizations” in a global forum. Prepare the content of the said presentation. (7 Marks)
- b) Provide a brief summary of the reasons why employee participation in management is necessary. (7 Marks)
- c) Develop the guidelines for preserving and maintaining discipline in organizations. (6 Marks)

**QUESTION THREE (20 MARKS)**

- a) Explain the systematic approach to decision-making that encourages equity, consistency, and resolution of employee-related issues. (8 Marks)
- b) Analyze the benefits of mental health first aid programmes in organizations globally. (7 Marks)
- c) Describe the aims of exploration stage in the counseling process. (5 Marks)

**QUESTION FOUR (20 MARKS)**

- a) Design a training guide that outlines the advantages of emotional intelligence for modern businesses. (8 Marks)
- b) Describe the need for efficient staff communication systems in organizations. (6 Marks)
- c) A climate at work that is both healthy and productive must prioritize employee relations. In light of this statement, assess the core ideas that support productive employee relations. (6 Marks)

**QUESTION FIVE (20 MARKS)**

- a) Analyze the benefits of employee welfare schemes in present day organizations. (8 Marks)
- b) Examine the primary roles of Employment and Labour Relations court in Kenya. (8 Marks)
- c) Assess the relationship between poor working conditions and workplace grievances. (4 Marks)