



Kasarani Campus
Off Thika Road
Tel. 2042692 / 3
P. O. Box 49274, 00100
NAIROBI
Westlands Campus
Pamstech House
Woodvale Grove
Tel. 4442212
Fax: 4444175

KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
THIRD YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 10th December, 2024
Time: 2.30pm – 4.30pm

KHR 2306 - EMPLOYEE RELATIONS

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

KENZI INDUSTRIES LIMITED

Kenzi Industries is a medium-sized manufacturing firm that has been operating for over 20 years. Recently, the company experienced a series of industrial disputes, ranging from employee grievances about working conditions to disputes regarding salary increases. In response, the management decided to improve employee participation through joint consultations and workplace counselling, aiming to enhance communication, reduce conflicts, and prevent future disputes. Kenzi Industries introduced a policy of employee participation where workers' representatives are part of the decision-making process. This was done through joint consultation committees consisting of managers and employees. The goal was to create a forum for employees to voice their concerns and provide input on key decisions such as working hours, safety regulations, and remuneration policies. Joint consultations also helped foster a sense of shared responsibility in maintaining a productive work environment.

Kenzi Industries recognized that personal and work-related stress were contributing to dissatisfaction among employees. In response, the company introduced a workplace counselling program. Employees were encouraged to consult counsellors regarding any issues affecting their performance or well-being, ranging from mental health challenges to personal financial problems. The counselling program helped employees resolve personal issues in a confidential environment, reducing stress levels and improving overall job satisfaction. The industrial disputes at Kenzi Industries had several significant economic impacts. Firstly, the disputes led to a temporary halt in production, which negatively affected the company's profitability. The local community was also impacted, as Kenzi Industries is one of the largest employers in the area, and any disruption to its operations directly affected household incomes. At a broader level, ongoing industrial disputes contributed to reduced investor confidence in the region's manufacturing sector, slowing down economic growth. To handle grievances effectively, Kenzi Industries revamped its dispute resolution procedures. A three-tier system was introduced:

- i) **Informal Resolution** – Employees were encouraged to resolve grievances through direct dialogue with their immediate supervisors.
- ii) **Mediation** – If the informal stage failed, the issue was escalated to a mediator (usually a neutral HR professional).
- iii) **Arbitration** – If mediation failed, an external arbitrator would be called to make a binding decision.

This structured approach ensured that grievances were addressed swiftly and effectively before escalating into full-blown disputes. Effective communication was crucial in managing employee relations at Kenzi Industries. The company developed an open-door policy where employees could approach management with concerns. Additionally, formal channels such as employee feedback forms, monthly meetings, and newsletters were implemented to facilitate clear and transparent communication. In terms of decision-making, the joint consultation committees provided a platform for employees to have a say in decisions affecting their roles, making the process more democratic and inclusive. Kenzi Industries' approach to employee participation, workplace counselling, and the structured handling of grievances helped reduce industrial disputes and improved relations between management and employees. However, the success of these strategies depends on continuous engagement and commitment from both parties to foster a cooperative working environment.

Required

- a) Explain the primary purpose of employee participation at Kenzi Industries. (5 Marks)
- b) Examine how workplace counselling impacted employee satisfaction at Kenzi Industries. (5 Marks)
- c) Evaluate the economic impacts that the industrial disputes had on Kenzi Industries and the local community. (5 Marks)
- d) Advise the management of Kenzi Industries on the need for an effective grievance handling procedure. (5 Marks)
- e) Specify how Kenzi Industries facilitates communication between employees and management. (5 Marks)
- f) Analyze the role of joint consultation committees at Kenzi Industries. (5 Marks)

QUESTION TWO (20 MARKS)

- a) Evaluate the benefits of an effective decision-making process in modern businesses. (8 Marks)
- b) Analyze the need for effective disciplinary mechanisms in organizations. (4 Marks)
- c) As the Human Resource Manager of Kwanza Limited, you have been invited to give a talk on the various forms of employee involvement and consultation in management. Prepare a template for this presentation. (8 marks)

QUESTION THREE (20 MARKS)

- a) Illustrate the four main stages of the counseling process in the workplace. (8 Marks)
- b) As the HR Manager of Lamu Limited, you have been invited to present on the causes of indiscipline at an upcoming symposium. Prepare your talking points for this presentation. (8 Marks)
- c) Explain the differences between industrial relations and employee relations. (4 Marks)

QUESTION FOUR (20 MARKS)

- a) Analyze the mechanical barriers to effective communication in modern organizations. (8 Marks)
- b) Open systems rely on feedback and new inputs to adapt, survive, and thrive. Analyze the characteristics of open systems in modern organizations in relation to this statement. (8 Marks)
- c) Examine the role of safety advisors or managers in ensuring health and safety in the workplace. (4 Marks)

QUESTION FIVE (20 MARKS)

- a) Explain the benefits employees gain in an organization that practices joint consultation. (8 Marks)
- b) Assess the typical four-step sequence of disciplinary procedures and their importance in maintaining workplace standards. (8 Marks)
- c) Describe the legal criteria that employers should follow before terminating an employee. (4 Marks)