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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: 14th April, 2023
Time: 11.30am – 1.30pm

KHR 409 - INDUSTRIAL RELATIONS

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

RESILIENCE OF INDUSTRIAL RELATIONS APPROACHES

Our argument so far has acknowledged the need for industrial relations analysis to move beyond the concerns that dominated the subject for half a century and to rediscover a more expansive and inclusive approach to employment relations. Industrial relations principles and substantial strengths inherent in the approach derive principally from a focus on the employment relationship in its social context and a multidisciplinary perspective which brings a range of social scientific concepts to bear on workplace matters. We have to differentiate these claims with reference to three stubbornly enduring industrial relations policy challenges: employment quality, income inequality and social inequality. Attempts to address these matters have cohered around improving the supply of skills to the labour market, encouraging further inward investments and by ensuring fairness in employment through the growth of minimum statutory rights. These have met with modest results overall. An industrial relations perspective, by contrast, lays emphasis on the centrality of regulation in the workplace.

Current policy trajectories have proved effective in promoting employment growth and integration. Employment growth has been guaranteed by the removal of obstacles to inward investment, so that employment in services in particular has been boosted by international companies. Industrial restructuring have been associated with occupational restructuring: the decline in manual and elementary roles and increased demand for managerial and professional expertise is said to constitute an “*upskilling*” of the workforce. Integration has involved drawing into the labour market large numbers of women and migrant workers, often on flexible employment contracts. Though these positions in themselves are often *precarious and insecure*, policy makers take great pride in the supposed absence of obstacles to more secure work. That is, there is an expectation of flexible labour markets, enabling workers to move between different kinds of contractual arrangements. Yet this positive picture requires some qualifications: it certainly cannot be concluded that the underlying character of work and employment relations has been transformed by any general upskilling or by consequent improvement in rewards from employment.

The skill requirements of many jobs remain relatively menial and there is limited evidence of management strategies based on job enrichment. Industrial relations issues can be complex, thus it depends on several factors, environmental context and approaches.

Required:

- a) Industrial relations principles and substantial strengths inherent in the approach derive principally from a focus on the employment relationship. Examine the principles of Industrial Relations. (6 marks)
- b) Identify any four environmental contexts that play a decisive part in shaping the rules of an industrial relations systems with which these actors interact. (6 marks)
- c) Integration has involved drawing into the labour market large numbers of women and migrant workers, often on flexible employment contracts although some positions are precarious. Highlight the characteristics of precarious work as discussed in the case study. (6 marks)
- d) Using examples from the case study, describe the forms of employment relationship in the world of work. (6 marks)
- e) Using examples from the case study, describe employment quality, income inequality and social inequality as mentioned in the case study. (6 marks)

QUESTION TWO (20 MARKS)

- a) Explain how you can apply any of the four theories in industrial relations. (8 marks)
- b) You have been invited as a speaker to discuss the history of industrial relations and its implication in modern labour relations practices. Prepare talking points on the key issues that led to the emergence of industrial relations in 1960s and 1980s. (8 marks)
- c) Analyse the essential pre-requisites of collective bargaining that yields success in employment relationship. (4 marks)

QUESTION THREE (20 MARKS)

- a) Using a table, provide a sample grievance responsibility checklist of the HR unit and managers in the grievance and dispute handling process. (8 marks)
- b) With reference to the Industrial Relations Charter of 1984, explain how the tripartite parties in Kenya, agreed to promote harmonious industrial relations. (8 marks)
- c) Describe the disciplinary procedure in an ideal situation. (4 marks)

QUESTION FOUR (20 MARKS)

- a) Explain the institutional factors that influence industrial relations in the 21st Century.
(8 marks)
- b) Employers in Kenya will take the biggest hit in the implementation of the new National Social Security Fund (NSSF) deductions in accordance with NSSF Act 2013. With these changes in mind, discuss the significance of workplace social protection policies to employees and to the organization.
(8 marks)
- c) Explain two strategies that can be adopted by the tripartite towards improving industrial relations systems in Kenya.
(4 marks)

QUESTION FIVE (20 MARKS)

- a) Using examples, discuss the principles that regulate the functions of trade unions.
(8 marks)
- b) Labour migration is an industrial relation issue. Examine the role of Trade Unions in ensuring safe labour migration.
(8 marks)
- c) The Salaries and Remuneration Commission have powers as stipulated in SRC Act No 57 of 2012. Identify the Commission's key powers that helps in promoting harmonious industrial relations.
(4 marks)