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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: 13<sup>th</sup> April, 2023  
Time: 11.30am – 1.30pm

**KHR 406 - EMPLOYEE RELATIONS**

**INSTRUCTIONS TO CANDIDATES**

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

**QUESTION ONE (30 MARKS)**

**QUOTA-ONE RETAILER**

Quota-One is the world's largest retailer, employing over 2.1 million people through 8000 retail locations in 15 countries. It owns Reel-B, and through its robust Human Resource department, which employs over 170,000 people in the United States. Quota-One has long been the victim of accusations of strong anti-unionism. For example, Quota-One fought a two-year court struggle to keep the world's largest labour union from penetrating into its 60 Chinese stores, but lost the battle in 2006. The company expressly declares that it does not believe that union representation is necessary in the firm, noting on its corporate website: 'We are not against unions. They may be appropriate for some businesses, but there is no reason for a third party to stand between our employees and their supervisors. According to Quota-One's management, employee wellbeing is solely the employer's concern. It implies, in particular, that direct contact - a 'Open Door' policy that permits grievances to be addressed anywhere up the corporate ladder - eliminates the need for third-party intervention in employee-employer issues. Many argue, however, that Quota-One goes much beyond 'substituting' the presence of unions with alternative modes of direct connection. Many unions have accused Quota-One management of aggressively suppressing union presence and 'union-busting,' employing a variety of techniques aimed to frustrate union activities and discourage employee membership. In Kenya, for example, the Food and Commercial Workers union accused Quota-One of harassing union members and closing solely unionized outlets in punishment. The management of Quota-One said that meeting union requests in these stores would be against the company's business model, and that the businesses were failing.

**Required**

- a) The stalemate between the union leadership and employees of Quota-One could have led to some grievances calling for effective grievance redressal machinery. Advise the management of Quota-One through the Human Resource Department on the appropriate features of an effective grievance handling procedure. (6 marks)

- b) To improve on its process, the human resource director of Quota-One was instructed to be keen on any issues that would lead to the implementation of the flawed disciplinary mechanism. Describe the various types of discipline problems that the management of Quota-One could be facing. (6 marks)
- c) Suggest the aims that come with embracing employee involvement and participation in management of Quota-One. (6 marks)
- d) Explain the legal criteria that the management of Quota-One should follow before terminating the services of any employee in their Kenyan branch. (6 marks)
- e) Analyze the three types of problems that the management of Quota-One is likely to face in their quest to remain competitive. (6 marks)

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

- a) Evaluate the explicit areas that should be covered by employee relations policy of a modern organization. (10 marks)
- b) Analyze the basic elements of employee relations in organizations today. (10 marks)

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

- a) Assess occasions when notice or compensation is not required in termination of employment. (10 marks)
- b) Analyze the personal barriers to effective communication in management. (10 marks)

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

- a) Examine the principles of discipline in an organization of your choice. (10 marks)
- b) Explain the grievances regarding the physical working conditions and environment in the Kenyan context. (10 marks)

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

- a) Justify the need of employee participation in managerial undertakings in a knowledge-based economy. (10 marks)
- b) With an aid of a diagram, explain the standard grievance handing procedure applied by most organizations in Kenya. (10 marks)