



(The University of Choice)

**MASINDE MULIRO UNIVERSITY OF  
SCIENCE AND TECHNOLOGY  
(MMUST)**

**UNIVERSITY EXAMINATIONS  
2016/2017 ACADEMIC YEAR**

**FIRST YEAR FIRST SEMESTER EXAMINATIONS**

**FOR THE DEGREE  
OF  
MSC IN HUMAN RESOURCE MANAGEMENT**

**COURSE CODE:** HRM 805

**COURSE TITLE:** EMPLOYEE RELATIONS

**DATE:** February, 2018 **TIME:** 3 Hours

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**INSTRUCTIONS TO CANDIDATES**

Answer question ONE and any other three questions.

This Paper Consists of 2 Printed Pages. Please Turn Over ►



**QUESTION ONE: REQUIRED**

Mrs. Mpenzi, the Human Resource Manager of Mapenzi Tele chain of hotels has been charged with the responsibility of formulating policies and coming up with activities that would give the company a competitive edge over its competitors. The management of Mapenzi Tele chain of Hotels has realized that there are bad relations between management and employees, with employees complaining of poor pay, too many changes that they are not prepared for, poor working conditions, too much political interference in the running of the company, an autocratic management style and poor organizational strategies and policies. Mrs. Mpenzi has turned to creating a labour relations process that will help produce the required employee competencies and behaviors. She has realized that the employees can form a union and that the issues being raised would be solved amicably during collective bargaining. You have been contracted by Mapenzi Tele as a HR expert to help Mrs. Mpenzi in advising both the employees and the managers.

- a) Using scenarios from Mapenzi Tele, critically appraise the elements of employee relations as they play out in Mapenzi Tele (10 marks)
- b) The management wants your honest opinion on whether a union would help his chain of hotels. Critically analyze the need for a Trade union (10 marks)
- c) You have decided to help Mapenzi Tele to come up with a grievance settling machinery. Discuss what it is and how it would work (10 marks)
- d) With examples that might be found in Mapenzi Tele, highlight how would you go about gathering data using attitude surveys (10 marks)

**QUESTION TWO**

- a) Critically analyze how the pre-Independence and post-Independence developments in Employee Relations have affected recent developments in industrial relations in Kenya (15 marks)
- b) With appropriate examples, examine the role of collective bargaining during industrial disputes in organizations (5 marks)

**QUESTION THREE**

- a) Explore, using illustrations, how individualism and collectivism affects employee relations strategies in an organization (15 marks)
- b) Provide a critical examination of the issues that are addressed in workplace health and safety in organizations (5 marks)

**QUESTION FOUR**

Critically analyze the relevance of the Federation of Kenyan Employers in Kenya in the 21<sup>st</sup> century (15 marks).

**QUESTION FIVE**

Critically appraise how employee relations can be improved in Kenya, make recommendations for how employee relations can be improved and justify your recommendations (15 marks)

