



*(The University of Choice)*

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

MAIN CAMPUS

UNIVERSITY EXAMINATIONS

2021/2022 ACADEMIC YEAR

SECOND YEAR SECOND SEMESTER EXAMINATIONS

FOR THE MASTER OF SCIENCE IN HUMAN RESOURCE  
MANAGEMENT

COURSE CODE: HRM: 805 EMPLOYEE RELATIONS

**DATE: MONDAY, 25<sup>TH</sup> JULY 2022 TIME: 2:00 – 5:00PM**

**INSTRUCTIONS TO CANDIDATES**

- Answer Question ONE (compulsory) and any other THREE questions.
- Do not write anything on the question paper.
- Duration 3 Hours

This paper consists of 4 printed pages. Please Turn Over

## Question One

*Read the case study below and answer questions that follow:-*

Kimengo Transport Enterprise was established in 1995; initially operating two public vehicles with a work force of two drivers, two conductors and Mr. Kimengo as the transport manager.

The recruitment of the four employees by the transport manager was done by word of mouth of friends at the main vehicle terminus. The response was overwhelming. Through informal interviews and vetting of prospective candidates from other passenger transport operators Mr. Kimengo was successful in recruiting drivers and conductors.

The salaries of the employees were provisionally agreed at Ksh. 8000 p.m. and Ksh. 4000 p.m. for drivers and conductors respectively. However Mr. Kimengo had indicated to the employees that their remuneration would be reviewed subject to employee performance and company profitability.

The company by late 1998 had grown in its fleet capacity and the the total number of employees increased to eleven. This called for more supervision however, the Transport Manager could not cope with the workload. The position of Assistant Transport Manager was therefore created and a Mr. Nyerere recruited to fill the vacancy. The criteria for recruitment was similar to that used in recruiting conductors and drivers. The job responsibility of the Assistant Transport Manager among other duties, staff discipline, welfare and supervision of drivers and conductors. The transport Manager's duties remained as planning, coordination, organizing and handling matters referred to him by assistant Transport Manager.

With the reduced work load, the Transport Manager was able to take a holiday often to the Coast Province and give more time to his family and friends. Kimengo Transport Enterprises was doing well enough to sustain such expenses.

Prior to the appointment, Mr. Nyerere had served as a care taker with Haraka Valuers. He lacked experience in management. However, he had worked as a luggage tally clerk for a long distance truck company. He could, therefore, not handle the passengers and employees of Kimango Transport Enterprises effectively. Consequently, he resorted to threats and intimidation as a way of getting work done. Simple complaints from drivers and conductors degenerated into disputes until the workers resolved to form complaint's committee.

On one occasion, some conductors refused to take up their assignment and were immediately threatened with dismissal by the Assistant Transport Manger. As the discussions degenerated into arguments and insults, one of the conductors threw a wheel spanner at the assistant transport Manager who fortunately was not seriously injured. He, however, had to seek medical attention.

The incident was reported to the Transport Manager. However, Mr. Kemengo could not be reached immediately as he was in a meeting with the Company's bankers. He had been summoned by the Bank's Manager to explain how he intended to defray the accumulated debt because the company risked its vehicles being auctioned,

After the session with the Bank Manager, the transport Manager was to make a proposal on how to salvage the business. Thereafter the Transport Manager sought advise from a Human Resource Consultant. This was after the realization that even after paying the bank, the problems persisted. The choice of the consultant was arrived at on the recommendation of the Bank Manager on the strength that the consultant had successfully carried out a similar assignment for one of the bank's clients who had a similar problem.

The bank Manager further advised Mr. Kimengo that the cost of engaging a Consultant was worthwhile considering the option of the Enterprise collapsing. After the Consultant was engaged, she spent three weeks at the company interviewing the various categories of employees. The Consultant recommended that Kimengo Transport Enterprises needed to review the following areas; Recruitment, Training, communication, commitment, motivation and labour turnover.

- (a) Explain the expected impact of the recruitment of the Assistant Transport Manager on the overall employee's relations and performance at Kimango Transport Enterprises (10 marks)
- (b) Given the circumstances at Kimango Transport Enterprises, justify the employees' action to join a trade union. (10 marks)
- (c) Analyse the weaknesses in the areas recommended by the Human Resource Consultant and suggest possible solutions with reference to Kimango Transport Enterprise. (20 marks)

### **Question Two**

- (a) Ndovu Mkubwa has been employed in Usafi Ltd, a waste management firm. He was deployed in Managing Director's office as a "tea boy". Recently he was re-deployed to be cleaning toilets which is part of his job description. Ndovu has refused to perform his new duties and has subsequently summarily dismissed. When he went to court, the court upheld Usafi Ltd's decision.

As an Industrial Relations Specialist explain with examples, other circumstances that Usafi Ltd may be justified in taking a similar action. (12 marks)

- (b) You have been invited to give a talk to a group of newly recruited management trainees of Lakeside Consultants on "Types of Industrial Disputes".

Explain the aspects that should be covered in the lecture. (8 marks)

### **Question Three**

- (a) The Minister of Economic Planning of the Country known as Upendo Mingi shocked Members of Parliament when he asserted that trade unions contribute immensely to economic development in the country.

Explain the extent to which the Minister's assertion is correct. (10 marks)

- (b) In its Annual General Meeting (AGM) the Congress of Trade Unions opposed the introduction of Information and Communication Technology (ICT) as a tool of quickening settlement of Industrial disputes.

Explain the impact of Information and Communication Technology on the Industrial dispute settlement procedure that the Congress of Trade Unions should consider. (10 marks)

#### **Question Four**

- (a) Mr. Okuku Ndume of Huduma Company Limited was feared for his tough disciplinary actions. He had dismissed four members of staff within a period of four (4) months. As a result, the Trade Union has issued a strike notice because of Mr. Okuku's actions.

Explain other disciplinary alternatives that Mr. Okuku could have used to maintain industrial peace in Huduma Company Limited. (10 marks)

- (b) Bora- bora Co. Ltd has been experiencing problems in its operations. A consultant hired by the company revealed that the problem was due to poor employee relations. The management has decided to improve the employee relations.

Explain the benefits that Bora- Bora Co. Ltd would derive from improving the employee relations. (10 marks)

#### **Question Five**

Workers participation in management crystallizes the concept of industrial democracy and indicates an attempt on the part of the employer to build his employees into a team which works towards the realization of a common goal.

Advance arguments against worker's participation and measures that a manager may use for making participation successful (20 marks)