



(University of Choice)

MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY (MMUST)

UNIVERSITY SUPPLEMENTARY/SPECIAL EXAMINATIONS

2018/2019 ACADEMIC YEAR

THIRD YEAR EXAMINATIONS

FOR THE DEGREE

OF

BACHELOR OF COMMERCE

COURSE CODE: BCB 322

COURSE TITLE: LABOUR RELATIONS

DATE: FRIDAY, 27/9/2019 TIME: 8:00AM – 10:00AM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE AND ANY OTHER TWO QUESTIONS

TIME: 2 HOURS

MMUST observes ZERO tolerance to examination cheating ►

QUESTION ONE

The term 'Industrial Relations' comprises of two terms: 'Industry' and 'Relations'. "Industry" refers to "any productive activity in which an individual (or a group of individuals) is (are) engaged". By "relations" we mean "the relationships that exist within the industry between the employer and his workmen." The term industrial relations explains the relationship between employees and management which stems directly or indirectly from union-employer relationship.

Industrial relations are the relationships between employees and employers within the organizational settings. The field of industrial relations looks at the relationship between management and workers, particularly groups of workers represented by a union. Industrial relations are basically the interactions between employers, employees and the government, and the institutions and associations through which such interactions are mediated.

The term industrial relations has a broad as well as narrow outlook. Originally, industrial relations was broadly defined to include the relationships and interactions between employers and employees. From this perspective, industrial relations covers all aspects of the employment relationship, including human resource management, employee relations, and union-management (or labor) relations. Now its meaning has become more specific and restricted. Accordingly, industrial relations pertains to the study and practice of collective bargaining, trade unionism, and labor-management relations, while human resource management is a separate, largely distinct field that deals with nonunion employment relationships and the personnel practices and policies of employers.

The relationships which arise at and out of the workplace generally include the relationships between individual workers, the relationships between workers and their employer and the relationships between employees. The relationships employers and workers have with the organizations are formed to promote their respective interests, and the relations between those organizations, at all levels. Industrial relations also includes the processes through which these relationships are expressed (such as, collective bargaining, workers' participation in decision-making, and grievance and dispute settlement), and the management of conflict between employers, workers and trade unions, when it arises.

Required:

- (a) Identify and explain FIVE importance of sound Industrial Relations at workplace as discussed in the case study? (10mks)

(b) In what ways would an organization suffer if there isn't a strong Employee Relations Culture as per the case study?

(10mks)

(c) Employees Relations informs employees on key components of an employment contract. Explain any FIVE essential components informed by knowledge of Employee Relations.

(10mks)

QUESTION TWO

(a) In an ideal employee-employer relationship, managers have a role of maintaining sound employer-employee relations; clearly demonstrate how modern managers enhance harmonious interactions at the workplace.

(10mks)

(b) Human Resource Managers face various challenges as they perform their duties at the workplace. However, the challenges and confusion may not arise if they know their rights and responsibilities. Take the role of a HR specialist and inform a person who intends to be a HR practitioner on the rights of a Human Resource Manager.

(10mks)

QUESTION THREE

(a) Strikes and lockouts are common Industrial Actions in organizations; you recently attended a forum in which both employers and employees were represented and delivered a convincing speech against strikes and lockouts. Briefly give a summary of the arguments you raised.

(8mks)

(b) Explain any FOUR major challenges facing Employee Relations today.

(6mks)

(c) Imagine you were a Labor Officer employed by the Ministry of Labor in your country. Suggest various ways you think would improve Labor Relations in the country.

(6mks)

QUESTION FOUR

(a) What is an employment contract?

(1mk)

(b) Collective bargaining is a tripartite game. Identify the players and explain the roles played by each in collective bargaining.

(9mks)

(c) Briefly discuss FIVE causes of grievances in modern organizations.

(10mks)

QUESTION FIVE

(a) Members of the HR department of Utumishi Company went out for Human Resource Management Research to establish whether other companies experience indiscipline cases. What observations might they have come across to show cases of indiscipline?

(4mks)

(b) A sound disciplinary procedure governs the workplace. Clearly explain any FOUR characteristics of a sound disciplinary procedure.

(8mks)

(c) Recently, teachers had a major pay dispute with their employer Teachers Service Commission; a stalemate was reached and they had to refer the matter to the Industrial Court for arbitration. Explain the roles of the Industrial Court apart from the arbitration role.

(8mks)

