



PAN AFRICA CHRISTIAN UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

END OF TERM EXAMINATION

DEPARTMENT: BUSINESS

COURSE CODE: HRM603

COURSE TITLE: INDUSTRIAL RELATIONS

EXAM DATE: THURSDAY 4th AUGUST 2016

TIME: 5.30PM-8.30PM

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer Question One(Compulsory) and any other four questions
- Write your **student number** on the answer booklet provided

QUESTION ONE: (Compulsory)

Ngemi Apparels has had a successful ten year period since inception. The last three years however have seen the company's fortunes turn so drastically that employee salaries have remained stagnant

and benefits that they previously enjoyed are being withdrawn systematically. In addition, the working conditions have been deteriorating and protective clothing and equipment have not been replaced once they become worn out. The employees have decided that they must now consult their trade unions to seek the way forward.

Required:

- a) Explain to the company the options available that are available for settling industrial disputes once they arise. (8 Marks)
- b) Explain to the Human Resource manager why it is important to have a grievance management procedure in place. (8 Marks)
- c) Explain the various types of costs Ngemi Apparels would incur were the employees to proceed on a strike (12 marks)
- d) Advise the management of Ngemi apparels on the measures they should put in place to safeguard industrial peace and harmony in the organization. (12 marks)

QUESTION TWO

- a) Trade unions are specifically formed to maintain industrial peace and protect the rights of workers. However not all workers join trade unions. Explain why workers join trade unions. (10 marks)
- b) Enumerate the major functions that shop stewards undertake in their organizations (5 Marks)

QUESTION THREE

- a) Distinguish between unitary and pluralist perspectives to industrial relations (2 marks)
- b) Explain what is meant by tripartism and state the objectives of tripartite consultations (3 marks)
- c) Explain the ways in which disputes at the work place can be prevented from occurring (10 marks)

QUESTION FOUR

- a) Examine the provisions of Chamberlain's model of Collective Bargaining and indicate its salient features (10 marks)
- b) Describe any five negotiation skills that may be applied during collective bargaining (5 marks)

QUESTION FIVE

In Kenya collective bargaining has developed as a central feature of the industrial relations system.

- a) Identify two forms that collective bargaining may take and distinguish between the two of them. (2 Marks)
- b) Discuss the application of any four major negotiation tactics used in collective bargaining (8 Marks)

- c) Highlight any five major themes that must be contained in a Collective Bargaining agreement (5 marks)

QUESTION SIX

- a) Distinguish between worker involvement and participation at the workplace (2 marks)
- b) Justify the need for employee participation at the workplace (8 marks)

c) Describe any four types of strikes indicating when they are applicable (5 marks)