

Employee Relations

PAC UNIVERSITY

BUH4113/ CHR302: EMPLOYEE RELATIONS MARKING SCHEME

ONLINE

DATE:

TIME:

ANSWER QUESTION ONE AND ANY OTHER THREE QUESTIONS

QUESTION 1

COMPULSORY

(10 MARKS)

(a) Read the case study below and answer questions (i) to (iv).

Title: Is it a Planned Show

Mrs. Rono works with TBL global services, IT project Management Company, in the HR department. Mrs. Rono is known for her involvement not only in her duties but also in other various activities of the department. She was aware of many minute details about the department throughout her tenure. Hence she becomes a point of contact for any such information which often consumes her time.

She is loaded with responsibilities very often, sometimes given to her and sometimes taken by her. In the beginning, she was happy with her profile and gave her the best in all the responsibilities with her. When years pass and she gets elevated to higher responsibilities she becomes overloaded. Still, she was happy with her job.

One fine day suddenly, she realized that many of her colleagues complete their work on time and also equally take care of their personal life. On the other hand, Mrs. Rono, having been loaded with responsibilities completed it partially at work and partially during her personal time. This becomes a reason for her stress.

She started questioning her ability to not being able to complete her work at the scheduled time. Later, she understood that apart from given responsibility she was involved in many other crucial activities of the department which becomes her additional responsibility which slowly the people forget that it is not under her job profile.

Mrs. Rono Being highly disturbed started feeling her job as a burden. She thought she can't come out of this because the habit which she developed for herself and her coworkers is irreversible. So she finally decided to take a break from her job.

She fixed an appointment with the head HR, Mr. Kamau, for her resignation, He knows the fact that her involvement is irreplaceable and he also knew that she can be his competitor in a very short period, so, he had some other plans for her.

During the conversation, Mr. Kamau understood that Mrs. Rono is highly stubborn in leaving the job. So he convinced her to do work from home and advised her to limit her responsibilities as

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she will not come in any direct contact with the employees. Mrs. Rono happily accepted the option and she felt relaxed.

At the same time, Mr. Kamau was reporting to CEO Mr. Opiyo “Sir, I didn’t accept the resignation. I have given Mrs. Rono the option of work from home and she accepted to continue the job”. Mr. Opiyo asked” but Mr. Kamau how did you made her accept this offer. And why you have given this option. As per her colleagues, her nature of doing the job is a key component.”

Mr. Kamau with a smile replied. “Sir I advised her to limit her responsibilities to her profile by opting for work from home. She accepted the offer. And I am very sure that her very nature of involvement will not allow her to restrict her responsibility even after opting for work from home.” So I am not going to lose the benefit of her involvement.

Mr. Opiyo was worried by the last words of Mr. Kamau, he thought. ”How I am going to execute my plan of replacing Mrs. Rono in Mr. Kamau’s position of Head HR as she opted for work from home and why did Mr. Kamau has that option to her. Is this a planned show “.

Required

(i) Explain the assumption between Mrs. Ronoor Mr. Kamau that is correct with regards to their responsibilities within the organization. **(1 Mark)**

(ii) Discuss the reason why Mrs. Rono’s role is overloaded. **(2 Marks)**

(iii) Explain whether it is the fault of the organizational structure or the nature of Mrs. Rono to be overworked. **(2 Marks)**

(iv) Provide an answer to the questions raised by Mr. Opiyo in the last paragraph and indicate whether it was a planned show or not. **(2 Marks)**

(b) Define the following terms as they are used in Employee Relations:

(i) Employers Association; **(1 Mark)**

(ii) Collective bargaining; **(1 Mark)**

(iii) Joint Consultation. **(1 Mark)**

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QUESTION 2 **(10 MARKS)**

- (a) Explain any **FOUR** approaches to employee participation in management. **(4 Marks)**
- (b) Discuss **THREE** impacts of Industrial Disputes to the Government. **(6 Marks)**

QUESTION 3 **(10 MARKS)**

- (a) Differentiate between Industrial Relations and Employment Relations. **(4 Marks)**
- (b) Explain **THREE** factors that have led to the shift from industrial relations to employee relations. **(6 Marks)**

QUESTION 4 **(10 MARKS)**

- (a) Explain **FOUR** responsibilities of an employer in Employee Relations. **(4 Marks)**
- (b) There are many situations where a counseling session is justified for employees in an organization. Discuss **THREE** of this and cite relevant examples. **(6 Marks)**

QUESTION 5 **(10 MARKS)**

- (a) Explain **FOUR** rights of employees in Employee Relations. **(4 Marks)**
- (b) Discuss **THREE** factors that have been identified to limit successful joint consultative efforts in organizations. **(6 Marks)**

QUESTION 6 **(10 MARKS)**

- (a) A number of organizations, in the recent past, have embraced counseling as part of employee wellness. With regard to this statement, discuss **FOUR** importance of Employee Counseling. **(4 Marks)**
- (b) Explain any **THREE** grievances that may arise in connection to working conditions in an organization. **(6 Marks)**

End of Exam