



KIBABII UNIVERSITY COLLEGE (KIBUCO)

MAIN CAMPUS

**UNIVERSITY EXAMINATIONS
2014 /2015 ACADEMIC YEAR**

THIRD YEAR FIRST SEMESTER EXAMINATIONS

MAIN EXAMINATION

MASTERS DEGREE

IN

HUMAN RESOURCE MANAGEMENT

COURSE CODE: HRM 805

COURSE TITLE: EMPLOYEE RELATIONS

DATE: 8TH DECEMBER, 2014

TIME: 2.00-4.00 P.M

INSTRUCTIONS TO CANDIDATES:

Answer Question ONE and any other Two Questions

TIME: 2 Hours

Read the following case code and hence answer the questions set on it.

With the promulgation of the new constitution in 2010, many things changed in Kenya. A new structure of governance emerged which created the National Government and 47 County Government spread across the whole country.

This change also automatically abolished the local authorities that had been created by the Local Governments Act. The employees who belonged to the local authorities were hence seconded to the County Government by the National Government. A problem has arisen through as a result of these changes. The former local authority employees are no longer sure of their jobs since new structures have been created in the counties. Some counties have already absorbed them while others are yet to make that decision. Even those who have been absorbed are not sure of the future as the National Government is carrying out a County Assessment and Rationalization of the Public Service program, a move the employees fear might end up reducing the workforce and making them victims.

Another problem that the changes have created is that the Local Governments' Workers Union which transformed into the County Governments Workers Union is yet to be recognized by the 47 County Governments. Nonetheless, the County Governments Workers Union is keen on engaging the County Governments in Collective Bargaining to sort out the myriad of issues facing their members and to avoid disputes at the workplace so as to have good Employee Relations. The union has asked you to help them understand what Employee Relations is about, causes of disputes and grievances in organizations and the Collective Bargaining process. Teach them by answering the following questions:

1 (a) The relationship between employers and employees in organizations is often affected by various factors. With appropriate examples discuss ten such factors. (10 marks)

(b) For the Collective Bargaining process to be successful, certain pre-requisites are critical. Using appropriate examples, explain 10 such pre-requisites (10 marks)

(c) Disputes and grievances can have far reaching consequences in organizations if not addressed in time through Collective Bargaining. Discuss any ten such consequences (10 marks)

2 (a) A valid contract of employment must contain certain essential elements. Discuss (5 marks)

(b) You are in an employee relations workshop and the consultant keeps emphasizing the importance of a psychological contract in an employment relationship. (5 marks)

i) Support the consultant (5 marks)

ii) Highlight any 5 consequences that may result in case of a breach of the psychological contract in any organizational set-up (5 marks)

(c) The Central Organization of Trade Unions (COTU) performs several functions so as to fulfill its objectives. Using appropriate examples, discuss the functions of COTU (10 marks)

(d) The employment relationship comes in various forms in different organizations. Discuss, with examples, five such forms (5 marks)

3 The Constitution of Kenya (2010) deals with areas that touch on Labour Laws providing rights to employers and employees in an employment relationship. With reference to specific sections of the Constitution, discuss. (15 marks)

4 (a) Employee Relations is facing several challenges to Human Resource practitioners in the 21st century. Support this assertion using suitable examples (10 marks)

(b) Explain any 5 ways through which the challenges can be overcome (5 marks)

5 (a) Explain any five obligations of the employer under a contract of employment (5 marks)

(b) As a HR specialist how can discipline be fostered in organizations? (10 marks)