



TECHNICAL UNIVERSITY OF MOMBASA
Faculty of Business & Social Studies

DEPARTMENT OF BUSINESS STUDIES

HIGHER DIPLOMA IN HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL
RELATIONS

BHR 3501: EMPLOYEE RELATIONS

END OF SEMESTER EXAMINATIONS

SERIES: APRIL 2015

TIME: 2 HOURS

INSTRUCTIONS:

- This paper consists of **FIVE** questions.
- Answer question **ONE (Compulsory)** and any other **TWO** questions.
- Do not write on the question paper

This paper consists of Three printed pages.

QUESTION 1 (Compulsory)

- a) Employee involvement in management has been identified as one of the best ways to promote peace and harmony within the industry. Identify and explain any **FIVE** machineries (methods) that may be used to encourage employee involvement and participation. **(10 marks)**
- b) Briefly explain any **FIVE** principles of Natural Justice that an HR Manager should take into account while taking disciplinary action against an employee. **(10 marks)**
- c) Outline any **THREE** advantages and **TWO** disadvantages of trade unions as far as employee relations are concerned. **(10 marks)**

QUESTION 2

- a) What do you understand by the term grievance? **(2 marks)**
- b) Briefly explain any **FOUR** major causes of grievances at the workplace. **(8 marks)**
- c) Identify and explain any **THREE** merits and **TWO** demerits of government involvement in Industrial and Labour Relations. **(10 marks)**

QUESTION 3

- a) Define the term 'discipline'. **(2 marks)**
- b) With the help of relevant examples, distinguish between positive discipline and negative discipline. **(6 marks)**
- c) Discuss the role of counselling as an instrument for promoting industrial peace and harmony. **(12 marks)**

QUESTION 4

- a) What do you understand by the term Collective Bargaining Agreement? **(2 marks)**
- b) Outline any **FIVE** main objectives of 'Collective Bargaining'. **(10 marks)**
- c) Identify and explain any **FOUR** conditions under which an employee may be summarily dismissed in Kenya today. **(8 marks)**

QUESTION 5

- a) Why is 'Employee Relations' such an important aspect of HR practice? **(2 marks)**
- b) Give a brief history of the development of 'Employee Relations' over the last centuries to the present. **(8 marks)**
- c) Using appropriate local examples, explain why employee participation in management may fail to achieve the desired objectives. **(10 marks)**