



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:
MASTER OF BUSINESS ADMINISTRATION
BHR 5222: EMPLOYEE RELATIONS
SPECIAL/SUPPLEMENTARY EXAMINATION

SERIES: APRIL, 2025

TIME: 3HOURS

DATE April, 2025

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of five questions. Attempt question **ONE** (Compulsory) and any other **THREE** questions in this paper.

Do not write on the question paper.

Question ONE

Read the case study below and answer question that follows.

Case Study: XYZ Manufacturing Company

Background

XYZ Manufacturing Company is a mid-sized organization specializing in the production of automotive parts. With a workforce of approximately 300 employees, the company prides itself on maintaining high-quality production standards. Recently, however, the company has experienced an increase in employee grievances, particularly concerning workplace safety and supervisor behavior.

Scenario

In April 2023, an employee, John, who has worked at XYZ for five years, submitted a formal grievance about unsafe working conditions in the assembly line area. John reported that insufficient safety equipment was provided, leading to several near-miss incidents. He also expressed concerns regarding his supervisor's dismissive attitude whenever employees raised safety issues.

- a) Analyze **FIVE** role of Human resource department in the grievance handling process. **(15 marks)**
- b) Describe **FIVE** proactive measures that could be undertaken by XYZ manufacturing company to minimize grievance handling related work place safety. **(15 marks)**
- c) An employee from XYZ manufacturing company submitted grievance regarding unfair treatment by supervisor, explain steps that should be taken to investigate and resolve the grievance. **(10 marks)**

Question TWO

- a) Giving examples of significant Union activities in the recent past, discuss **FIVE** roles of Trade Union movements in protecting workers right in Kenya. **(10 marks)**
- b) Outline **FIVE** peculiar characteristics of Kenyan industrial relation systems. **(10 marks)**

Question THREE

- a) Discuss **FIVE** impacts of industrial disputes on labor relations and policies. **(10 marks)**
- b) Differentiate between industrial conflict and industrial dispute. **(10 marks)**

Question FOUR

- a) Discuss **FIVE** causes of strikes in Kenya. **(10 marks)**
- b) Explain **FIVE** types of strikes that are common in Kenya. **(10Marks)**

Question FIVE

- a) Growth in worker participation in management of organizations has been greatly supported by a number of initiatives. Discuss **FIVE** Key drivers of growth in worker participation in management. **(10 marks)**

b) Explain **FIVE** legal aspects of labor relations.

(10 marks)