



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:
BACHELOR OF BUSINESS ADMINISTRATION
BACHELOR OF COMMERCE
BHR 4403: INDUSTRIAL RELATIONS
END OF SEMESTER EXAMINATION

SERIES: APRIL 2025

TIME: 2 HOURS

DATE: 5 May 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 TWO questions.

Do not write on the question paper.

Question ONE

Case Study: The Kenya National Union of Teachers (KNUT)

In 2017, the Kenya National Union of Teachers (KNUT) initiated a nationwide strike due to the government's failure to fully implement the terms of the 2013 Collective Bargaining Agreement (CBA). The CBA had promised salary increases and improved working conditions for teachers, but the government failed to honor these agreements, citing budgetary constraints and financial challenges. Despite the government's claims of fiscal limitations, KNUT and other unions representing teachers were firm in their demand for better pay and conditions, leading to a protracted dispute that eventually resulted in the strike.

The primary issue at stake was the non-implementation of the CBA, which had been signed in 2013 but had not been fully enacted by the time the strike began. The teachers felt that the government had breached its commitments and failed to take their concerns seriously. Another critical issue was the government's financial constraints, which it cited as a reason for its inability to honor the terms of the agreement. This raised concerns about how the government was managing its

financial priorities and whether it was willing to invest in essential public services, such as education, by adequately compensating the workers who are vital to the sector.

The strike had significant social and economic consequences, affecting millions of students who were unable to attend classes for weeks. This disruption raised public awareness about the importance of maintaining industrial harmony in essential services. The strike also highlighted the role of trade unions in advocating for workers' rights and the sometimes contentious relationship between unions and employers, particularly when the employer is the government.

In this case, legal dispute resolution mechanisms, such as the Industrial Court, were available but were not utilized effectively in preventing the strike. The inability to resolve the dispute before the strike showed weaknesses in the country's industrial relations system.

Required

- a) Analyze the causes of the 2017 teachers' strike and assess the role of the government, trade unions, and employers in the dispute. (10 marks)
- b) Discuss the legal and procedural steps taken by both parties to resolve the dispute, including the involvement of the Industrial Court, if any. Evaluate the effectiveness of the dispute resolution mechanisms in this case. (10 marks)
- c) What lessons can be drawn from this strike to improve industrial relations between unions and the government in Kenya, particularly in public-sector employment? (10 marks)

Question TWO

- a) Discuss the concept of industrial relations and explain its significance in the Kenyan workplace context. (10 marks)
- b) Explain the role that trade unions play in industrial relations in Kenya. (10 marks)

Question THREE

- a) Evaluate the role of the Industrial Court in Kenya's industrial relations system and how it contributes to resolving labor disputes. (10 marks)
- b) Describe the rights of employees under Kenyan labor law, and discuss how these rights are protected in industrial relations. (10 Marks)

Question FOUR

- a) Define and explain its importance in achieving fair working conditions for employees in Kenya. (10 marks)
- b) Discuss the causes and consequences of industrial strikes in Kenya. Use examples of recent strikes to support your argument. (10 marks)

Question FIVE

- a) Discuss the concept of employer-employee communication and how it contributes to effective industrial relations in Kenya. (10 marks)
- b) Discuss the various methods of resolving industrial disputes in Kenya and evaluate the effectiveness of each. (10 marks)