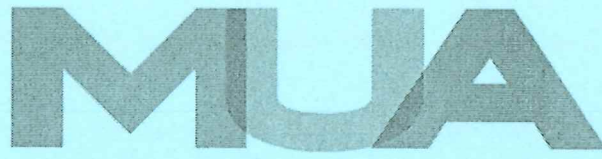


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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP**

**HRM 300: INDUSTRIAL RELATIONS**

**DATE: 26<sup>TH</sup> JULY 2022**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 70**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

**QUESTION ONE**

**Read the Case Study below carefully and answer the questions that follow:**

**Python International Limited (Pil)**

PIL wanted to concentrate its audio and video manufacturing bases of products to different geographic regions. In line with this decision, the company relocated its audio product line to Pune. In spite of the move that resulted in the displacement of 600 workers, there were no signs of discord largely due to the unions' involvement in the overall process.

By 1996, PIL's capacity expansion plans had fallen way behind the targeted level. The unions realized that the management might not be able to complete the task and that their jobs might be in danger. PIL on the other hand claimed that it had been forced to go slow because of the slowdown in the CTV market. However, the unconvinced workers raised voices against the management and asked for a hike in wage as well. PIL claimed that the workers were already overpaid and under productive. The employees retaliated by saying that they continued to work in spite of the irregular hike in wages. These differences resulted in a 20-month long battle over the wage hike issue; the go-slow tactics of the workers and the declining production resulted in huge losses for the company.

In May 1998, PIL announced its decision to stop operations at Salt Lake and production was halted in June 1998. At that point, union members agreed to the Ksh 1178 wage hike offered by the management. This was a climb down from its earlier stance when the union, demanded a hike of Ksh 2000 per worker and other fringe benefits. After a series of negotiations, the unions and the management came to a reasonable agreement on the issue of the wage structure.

**Required;**

- a) Analyse five benefits that accrue from employee involvement in decision making through their unions like in the case of PIL (10 marks)
- b) Assess the outcomes of the 20 month long industrial action at PIL (10 marks)

- c) Other than salaries, assess five other issues can lead to industrial action  
(5 marks)

**QUESTION TWO**

- a) Assess eight objectives of industrial relations (8 marks)
- b) Explain seven disputes that are within the jurisdiction Employment and Labour Relations Court in Kenya (7 marks)

**QUESTION THREE**

- a) Analyse the five approaches to industrial relations (10 marks)
- b) Explain five rules of conciliation in resolution of organizational conflicts  
(5 marks)

**QUESTION FOUR**

- a) Explain the five aims of employee involvement and participation (10 marks)
- b) Examine five roles of the trade union movement (5 marks)

**QUESTION FIVE**

- a) Evaluate five signs of potential grievances in an organization (5 marks)
- b) Assess five requisites for successful collective bargaining (10 marks)

**QUESTION SIX**

- a) Evaluate five through which one can negotiate effectively (10 marks)
- b) Explain five benefits that can accrue to an employee as a result of good industrial relations in Kenya (5 marks)

