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**GARISSA UNIVERSITY**

**UNIVERSITY EXAMINATION 2020/2021 ACADEMIC YEAR ONE**

**FIRST SEMESTER EXAMINATION**

**SCHOOL OF BUSINESS AND ECONOMICS**

**FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

**COURSE CODE: MBA 852**

**COURSE TITLE: EMPLOYEE RELATION**

**EXAMINATION DURATION: 2 HOURS**

**DATE: 08/04/2021 TIME: 3.00-5.00 PM**

**INSTRUCTION TO CANDIDATES**

* **The examination has FIVE (5) questions**
* **Question ONE (1) is COMPULSORY**
* **Choose any other TWO (2) questions from the remaining FOUR (4) questions**
* **Use sketch diagrams to illustrate your answer whenever necessary**
* **Do not carry mobile phones or any other written materials in examination room**
* **Do not write on this paper**

**This paper consists of TWO (2) printed pages *please turn over***

**QUESTION ONE (COMPULSORY)**

**INTERVENING IN EMPLOYEE DISPUTES**

Two days before a major contract work was to begin at the worksite of an important client, a dispute had erupted between the project Director and the controller of a small emission-testing (pollution control) company with regard to hiring temporary workers. The project Director argued that extra workers were necessary for s timely completion of the work and, further, that she had the authority to hire temporary workers as we as doing anything else necessary to complete the contract successfully. The controller disagreed arguing that company policy and regulations allowed the project Director to purchase equipment material only. Adding employees to the payroll, in the opinion of the controller, require the approval of both the human resource and finance departments. The dispute was brought to the president of the firm for resolution.

1. Describe the type of dispute emanating from the above scenario. (5 Marks)
2. Discuss four strategies of you can use to hand the above conflict. (8 Marks)
3. As a mediator of the two parties in the conflict above, what would be your role in the mediation process. (7 Marks)

**QUESTION TWO**

1. Enumerate and explain the factors that influence Industrial Relations in the modern organizations. (8 Marks)
2. With the increasing role of Modern Human Resource Management in an organisation, employment relationships are

 more individual than collective. Discuss. (6 Marks)

1. Outline the contribution of employee relations to competitiveness of an organization. (6 Marks)

**QUESTION THREE**

1. Explain the basic principles in grievance and discipline management. (5 Marks)
2. Examine the characteristics of fair disciplinary action. (5 Marks)
3. What are the advantages and disadvantages of having a written grievance policies and procedures as far as

employee relations are concerned. (5 Marks)

1. What are the main reasons why it would be for the benefit to employee relations to have clear terms and conditions in

the employment contracts. (5 Marks)

**QUESTION FOUR**

1. Explain the advantage of Maintaining Good Employee Relation at the workplace? (8 Marks).
2. Communication plays critical role in labour dispute resolution. Discuss 6 Marks).
3. Beside trade unions, employees have devised quality circles as a way of voluntary employee involvement. Discuss the

 role of quality circles in organizations. (6 Marks).

**QUESTION FIVE**

1. Discuss the concept of collective agreement in the negotiation context. (5 Marks)
2. Highlight the process of collective bargaining in the labour unions. (5 Marks)
3. Explain three types of collective bargaining behaviour available for unionazable organizations. (5 Marks)
4. What are the functions of a Collective Bargaining Agreements. (5 marks)