INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - AUGUST 2025

PROGRAMME: BHRM
YEAR/SEM: YEAR 3/SEMESTER 2
COURSE CODE: HRM 3207
NAME: INDUSTRIAL RELATIONS

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Section A is compulsory and carries 40 marks. Answer all questions in Section A

Question 1:

Case study
Sharma Manufacturing Ltd. recently noticed a decline in employee productivity and morale. One of their employees, Raj, has been showing signs of stress and decreased engagement at work. The HR department scheduled a counseling session with Raj to understand his concerns and provide support. During the session, Raj revealed that he is struggling to balance work and family responsibilities, which is affecting his performance. The HR team discussed options such as flexible working hours and counseling resources to help Raj cope better with his challenges.
Questions
1. Explain the different techniques that could be used to counsel Raj? (10 marks)
2. How can counseling benefit both the employee (Raj) and the organization (Sharma Manufacturing Ltd.)? (10 marks)
3. What role does HR play in facilitating effective employee counseling? (10 marks)
4. Identify two potential challenges the HR department might face while implementing counseling programs and suggest ways to overcome them. (10 marks)

Question 2:

Case Study: Industrial Dispute at Zam Textiles
Zam Textiles, a large manufacturing company, recently experienced a strike by its workers over demands for higher wages and better working conditions. The management and the workers' union engaged in negotiations but failed to reach an agreement. As a result, production was halted for two weeks, causing financial losses to the company. The company then decided to involve a government-appointed mediating body to resolve the dispute. After several rounds of negotiations facilitated by the mediator, both parties reached a compromise, and work resumed.
Questions
1. What are the main causes of industrial disputes, as illustrated in this case? (10 marks)
2. Why is negotiation and mediation important in resolving industrial disputes? (10 marks)
3. Discuss the impact of industrial disputes on both the organization and workers. (10 marks)
4. Suggest measures that organizations can take to prevent or reduce the occurrence of industrial disputes. (10 marks)

SECTION B

There are SIX (6) questions in Section B; Answer any THREE (3) questions. Each question in Section B carries 20 marks.

Question 1:

a) What is meant by industrial relations? (3 marks)
b) Why are good industrial relations important for any organization? (10 marks)
c) Briefly explain what the role of an employer is in the organization (7 marks)

Question 2:

Write short notes on the following stakeholders in Industrial Relations:
a) Government (5 marks)
b) Employees (5 marks)
c) Labor unions (5 marks)
d) Employers (5 marks)

Question 3:

a) What is a trade union? (4 marks)
b) How do trade unions influence industrial relations in a workplace? (8 marks)
c) What are some of the challenges faced by trade unions in the current globalized economy (8 marks)

Question 4:

a) Define collective bargaining. (5 marks)
b) What are the primary stakeholders involved in collective bargaining, and what are their respective interests or purposes (15 marks)

Question 5:

a) What do you understand by the concept industrial disputes? (3 marks)
b) Explain the common causes of industrial disputes. (10 marks)
c) What mechanisms can management put in place to address workplace disputes? (7 marks)

Question 6:

a) What are workers' rights? (5 marks)
b) Provide 5 examples of a worker's right protected by law in your home country or one that you're familiar with. (15 marks)

Question 7:

a) Write short notes on the following Alternative Dispute Resolutions:
i) Mediation (5 marks)
ii) Conciliation (5 marks)
iii) Arbitration (5 marks)
b) Briefly describe two (2) typical sources of workplace conflict (5 marks)

Question 8:

a) What is employee participation in industrial relations? (5 marks)
b) Explain the potential benefits of employee participation for both workers and management (15 marks)

Question 9:

a) What are some of the contemporary issues that exist in the workplace? (10 marks)
b) Explain some of the ways that organizations can manage the contemporary issues in the workplace to maintain good industrial relations. (10 marks)

Question 10:

a) Explain the role of Government in industrial relations? (15 marks)
b) Name any law or agency that helps regulate industrial relations in your country of origin or a country that you're familiar with (5 marks)

Question 11:

a) Write short notes on the following concepts:
i) Employee counseling (5marks)
ii) Wellness program (5 marks)
b) Explain five (5) advantages and five (5) disadvantages of Employee Counseling and Wellness Program (10 marks)

Question 12:

a) What do you understand by the International Labor Organization (ILO)? (5 marks)
b) Explain the eight ILO Conventions that all member states must abide by (15 marks)