



**FACULTY OF BUSINESS MANAGEMENT**  
**END OF SEMESTER EXAMINATIONS - APRIL 2025**

**PROGRAMME: BHRM**

**YEAR/SEM: YEAR 3/SEMESTER 2**

**COURSE CODE: HRM 3207**

**NAME: INDUSTRIAL RELATIONS**

**DATE: 2025-04-15**

**TIME: 2:00-5:00PM**

**INSTRUCTIONS TO CANDIDATES:**

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

**DO NOT WRITE ANYTHING ON THE QUESTION PAPER**

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

### **Question 1:**

#### **Delayed wages at a construction site in Company X**

At a particular site of excavation, drivers have to transport an average of 30 trips of dug out ground from places of road construction to a dumpsite. To increase production, they are told that if drivers made 40 trips in a day, they are given a bonus of 5,000/= for that day. These bonuses are paid every four days while their normal salaries are paid at the end of the month.

Suddenly the money in the company started to run low, with more debts and delay in salaries to pay. The workers had not been paid their bonuses for one week which summed up to two million shilling. The company decided to change the plan from every four days to a week and workers agreed to it, but only after being cleared for the four days.

For the next two weeks, their bonuses weren't paid. Workers raged and talked to the site manager and negotiated by saying they wouldn't mind if their salaries were delayed but they needed the bonus wages as it was income for daily survival. The site manager asked the human resource manager to provide feedback to the workers personally, but he avoided them.

Finally, the drivers carried out an industrial action and halted excavations. A number of them complained to the DCO's office and she called the site manager to enquire details of the complaint. She later visited the site and explained to the workers that striking wasn't right and that it attracted unnecessary attention from outside; it could potentially defame the company. She urged for any other negotiations to be considered and appointed one of the workers in the company's office to regularly update her on the matter.

Workers agreed to work for an extra week in hopes that they will be cleared during the week but unfortunately the company wasn't able to pay them. Production completely stopped; workers decided to discontinue their work and demanded that they be paid in full. Workers gathered at the office premises and the company called the police for protection in case of violence. The company later explained to the police what happened and negotiated with them. All site workers left that day and only 60% of them returned the following day demanding their full pay.

The office claimed letters of five officials (HR, Accountant, project coordinators, site managers and supervisor) for release of payments in order to buy time until their own checks were given to them.

After two weeks, their salaries and bonuses were settled and most of the workers left the job. Half of them had no faith in the company's explanations and left without their salaries. After a while, new employees were recruited and selected into the Organization.

#### **Questions:**

- a) Given the case study above, mention the two forms of Labor disputes exhibited by the workers and explain their eventual consequences on Company X. (10 marks)
- b) Point out the aggravators and explain how they influenced the labor dispute in Company X. (15 marks)
- c) State the moderators in Company X and explain how they reduced the intensity of the dispute in the Organization. (15 marks)

## **Section B There are SIX (6) questions in Section B; Answer any THREE (3) questions.**

### **Question 1:**

- a) Describe the parties involved in Industrial relations (10 marks)
- b) Briefly compare and contrast the unitary approach and the pluralist approach in shaping workplace relationships. (10 marks)

**Question 2:**

- a) Conflicts are inevitable in the workplace. Discuss. (10 marks)
- b) As a student of Industrial relations, how can you ensure that conflicts are handled effectively in order to avoid their dysfunctional effects? (10 marks)

**Question 3:**

- a) Briefly explain what you understand as a labor union in industrial relations? (3 marks)
- b) How does collective bargaining, a key union activity, impact the relationship between employers and employees? (7 marks)
- c) What are the main issues that labor unions typically negotiate for through collective bargaining? (10 marks)

**Question 4:**

- a) Discuss the role of industrial strikes in shaping labor relations within organizations (5 marks)
- b) Discuss the effects of industrial disputes on both employers and employees. (10 marks)
- c) Compare and contrast mediation and arbitration as alternative dispute resolution methods in industrial relations. (5marks)

**Question 5:**

- a) What is a Grievance? (2 marks)
- b) What do you understand by the grievance handling procedure? (3 marks)
- c) Explain the key principles that should be undertaken for there to be a fair and effective grievance handling procedure? (15 marks)

**Question 6:**

- a) What is the International Labor organization (ILO) and what is its primary mission? (5 marks)
- b) Explain the ILO conventions that all member states must abide by fully. (15 marks)