



MACHAKOS UNIVERSITY

University Examinations for 2020/2021 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

FOURTH YEAR FIRST SEMESTER EXAMINATION FOR

BACHELOR OF COMMERCE

BBA 406 INDUSTRIAL AND LABOUR RELATIONS

DATE: 19/8/2021

TIME: 8.30-10.30 AM

INSTRUCTIONS:

Answer question one and any other two questions.

QUESTION ONE (30 MARKS) (COMPULSORY)

Read the case study carefully and answer the questions that follow

IN-FLIGHT FOOD SERVICES COMPANY

The in-flight food services company provides prepared meals for several airlines at a major airport in the southeast. Food handlers cook and package meals to be reheated in aero plane gallery for service to passengers while in flight, most of the 535 food handlers belong to the Independent Food Handlers Union, which has represented these employees for over five years.

Each year the Industrial department noticed that the number of grievances filed by members of the union had increased about 15 per cent. The time spent by union representatives, employees and supervisors as a result of those grievances was affecting productivity in the company's cafeteria. The general manager was concerned that the company's cost and the low productivity could lead to key contracts with major airlines. The Human Resource studied all the grievances during the past year and provided the following analysis

Total grievances filed 803

Number settled at:

First-level supervision 104

General manager level 205

Arbitration 11

Although some grievances involved more than one issue, most of them were single-issue matters. When the Industrial Relations (IR) department classified the grievances, the following were reported.

Tardiness or absence control	349
Overtime disputes	265
Other discipline or discharge	77
Incorrect job schedules	75
Multiple -issue disputes	37

- a) Explain **five** obligations of an employer to his employee in the in-flight food service company. (10 marks)
- b) Explain **four** causes of Industrial grievances filed by the union members of the in-flight service company. (8 marks)
- c) Assuming the IR director asked you to design a training programme to reduce the high number of grievances. Explain in **four** points giving relevant illustrations who do you think should attend the training session. (4 marks)
- d) Explain **four** reasons why employees find it necessary to join Trade Unions (8 marks)

QUESTION TWO (20 MARKS)

- a) Explain the roles of the following bodies in industrial relations
 - i. F.K.E. (5 marks)
 - ii. COTU (5 marks)
 - iii. The Government (5 marks)
- b) Explain **five** roles of the minister of Labour in ensuring Industrial peace in Kenya (5 marks)

QUESTION THREE (20 MARKS)

- a) Explain in **five** points the measures that an employee association should take in order to enhance Industrial democracy in an organization. (10 marks)
- b) Machakos University has adopted a Joint Consultation Scheme to aid in the participation of their employees in decision making. Explain in **five** points the benefits the University is likely to derive from the scheme. (10 marks)

QUESTION FOUR (20 MARKS)

- a) Explain **five** negotiation tactics that can be used in order to yield to a successful discussion between an employer and his employee representatives. (10 marks)
- b) Mediation is a way to resolve disputes within an organization without the need to file a complaint outside the work setting. Describe in five points the procedure that should be followed. (10 marks)

QUESTION FIVE (20 MARKS)

- a) According to Beach, “Collective Bargaining is concerned with the relations between unions reporting employees and employers. Explain in **five** points essential pre-requisite conditions for a successful CBA. (10 marks)
- b) Discuss the **five** benefits and **five** limitations that may accrue to an organization that practices arbitration as one of the methods of solving conflicts. (10 marks)