



The Co-operative University of Kenya

END OF SEMESTER EXAMINATION DECEMBER-2016

**EXAMINATION FOR THE DEGREE OF BACHELOR OF COMMERCE/
BACHELOR OF CO-OPERATIVE BUSINESS
(BCOM YR III SEM I/ BCOB YR 4 SEM 1)**

UNIT CODE: HCOB 2336/ HBH 2303

UNIT TITLE: EMPLOYEES RELATIONS

DATE: 5TH DECEMBER, 2016

TIME: 9:00 AM – 11:00 AM

INSTRUCTIONS:

- Answer question **ONE (compulsory)** and any other **TWO** questions

QUESTION ONE

International marketing organization's employee relations (ER) strategy driven by the Kenyan Head office was not in line with the Kenya culture or employee requirements. Employee simply weren't identifying with the employer's communications, company vision and overall direction. Absenteeism was increasing, the number and protracted nature of grievances were rising and employees were shunning employer-sponsored 'celebration' events

- (a) Devise and deliver an employee relations strategy, which employees embraced and which will deliver improvements to employee relations (10 marks)
- (b) Discuss at least FIVE functions of a trade union (10 marks)
- (c) Providing employees with access to a free, confidential workplace counseling service is part of an employer's duty of care. Discuss the need for employee counseling at the workplace (10 marks)

QUESTION TWO

- (a) A dismissal may be either 'unfair' or 'fair'. Discuss the situations in which a dismissal may be considered to be potentially unfair (10 marks)
- (b) Using examples discuss ethical environmental factors that can affect employees relations (10 marks)

QUESTION THREE

- (a) Distinguish between a dispute form grievance (4 marks)
- (b) Explain what is meant by a grievance procedure and a disciplinary procedure and why they are important to an organization (10 marks)
- (c) Discuss the types of Grievances that may arise in an organization (10 marks)

QUESTION FOUR

- (a) Communication is not only important in our daily lives but also a crucial role at workplace. It is one of the most important factors which either improves or spoils the relationship among employees. With examples discuss role of communication in employee relationship (10 mark)
- (b) As a HR manager, Discuss at least three key employee needs assessment components for successful training and development of employees (10 marks)

QUESTION FIVE

- (a) Discuss the obstacles to employee involvement and empowerment and the relative recommendations on avoiding and overcoming them (10 marks)
- (b) There are FOUR main kinds of discipline in the workplace for employee failures and poor conduct, Discus (10 marks)