

**CHUKA**



**UNIVERSITY**

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**UNIVERSITY EXAMINATIONS**

**EMBU CAMPUS**

**EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE**

**BCOM 251: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT**

**STREAMS: Y2S2'**

**TIME: 2 HOURS**

**DAY/DATE: TUESDAY 07/08/2018**

**8.30 A.M. – 10.30A.M.**

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**INSTRUCTIONS:**

- **Question one is compulsory.**
- **Answer any other two questions**

**QUESTION ONE**

Industrial relations had been challenging in Mabishano public service organization for many years. Difficulties had been exacerbated by disputes and strike ballots and a lack of trust between unions and managers. Unions believed that managers had gone back on negotiated settlements and did not acknowledge national agreements while managers claimed that the unions were unwillingly to compromise or negotiate the changes to the status quo necessitated by a move towards local negotiations. Harsh words were exchanged from time to time.

In addition, between 2014 and 2017 there had been a transformation programme which had taken the organization from being one of the worst performers in its sectors to one of the best in two years. The chair, who had experience of working in other parts of the public sector, felt that in order to use the freedoms conferred by its operations status and prepare for the challenges ahead it was vital to get ready for local negotiations, notwithstanding the fact that both employer and unions were constrained by national agreements. An ongoing workload dispute, which the chair described as a “festering sore”, was constraining negotiations on other issues. More collaborative industrial relations were a pre-requisite for successful local negotiation, she believed, but it appeared to her that an external facilitator (labor officer) would be required to kick start the process.

The labor officer facilitated the process and one of the trade union representatives commented

favorably on the labor officer's model of transparency in industrial relations and said that the hopes for partnership working in the future while the other said that although there is greater trust and communication, there is still room for improvement. The chair is hoping to develop joint communications to the workforce in the near future. One particular striking point was made by the head of HR, who noted that during the labor officer's visit, this was, for some people, the first time that they had sat down with a person from the opposite side in a non-conflict situation.

Overall, there was broad agreement between all those interviewed for this case study that the organization had travelled a considerable way in terms of basic relationship between the HR function and the trade union representatives. At the outset, the relationship was seen to be relatively poor, characterized low levels of trust and preconceptions about the 'other side'. Trade union representatives felt that the HR functions did not understand how they worked, or the industrial context in which they worked, due to lack of knowledge and experience. They were also frustrated to what they perceived to be delays in how the HR function point of view; there was a feeling that the trade unions did not understand them, the pressures they were under, and their role in general.

- (a) Explain the objectives of trade unionism in labor relations management at Mabishano public service organization. (10 marks)
- (b) Discuss the essentials of successful trade unions. (10 marks)
- (c) Explain the possible role of Human Resource function in labor relation processes of Mabishano public service organization. (10 marks)

### QUESTION TWO

- (a) Analyze the factors that influence the choice of pay levels in an organization. (10 marks)
- (b) Outline the potential errors in performance appraisal and explain how the errors can be minimized. (10 marks)

### QUESTION THREE

- (a) Discuss the factors a manager should consider in determining whether or not it is feasible to hire new employees. (10 marks)
- (b) Discuss the contribution of employee training and development to an organization performance. (10 marks)

### QUESTION FOUR

- (a) Explain the role of human resource management in ensuring a safe and healthy working environment in an organization. (10 marks)
  - (b) Explain the importance of human resource management in an organization. (10 marks)
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