

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION
ACADEMIC YEAR 2012/2013

TITLE OF PAPER: Industrial Relations
Practice and Institutions / Industrial Relations II

DEGREE AND YEAR: Bachelor of Commerce III and 1V

COURSE NUMBER: BA 309/BA 411

TIME ALLOWED: Three (3) hours

INSTRUCTIONS

1. THIS PAPER CONSISTS OF SECTION (A) AND (B)
2. THE CASE SECTION (A) IS COMPULSORY
3. ANSWER ANY THREE QUESTIONS FROM SECTION B

NOTE: You are reminded that in assessing your work, account will be given of the accuracy of language and the general quality of expression, together with the layout and presentation of your final answer.

THIS PAPER MUST NOT BE OPENED UNTIL THE INVIGILATOR HAS GRANTED PERMISSION.

GOOD LUCK!!!

SECTION A CASE: COMPULSORY: (40 MARKS)

Read the case scenario below and answer the questions that follow.

You are a Labour Relations management specialist in a major cellular phone company named deJah. Management follows a policy of non-unionism in the workplace and do not really tolerate employees who have different views from their own. The company is experiencing problems in their Ezulwini call centre due to an absenteeism rate of more than fifteen percent, and employees are suffering low morale. There were also complaints about the manner in which supervisors were selected and appointed, and nepotism in the appointment of staff members. They constantly fail to meet performance targets and experience high labour turnover in the section. Many employees cited poor training and limited workspace as reasons why they leave the company. Over the last year, an average of twelve formal grievances has been filed each month. Most of the grievances were about the behaviour of supervisors and alleged nepotism and unfair discrimination in the appointment of new employees. Junior employees also complained that management spreads rumours and gossips behind their backs. There are one white female manager, eight female supervisors, 30 male operators and 50 female operators working in the call centre. They have been appointed in terms of the following quota system: White (20%), Coloured (15%), Indian (10%) and Black (55%). All employees in this section are younger than thirty, with an average of three years of service. Management turned to you for advice.

1.1 Identify and briefly describe the employment relations problems using your own Industrial relations expertise (20)

1.2 Provide guidelines for resolving each of the identified problems. (20)

Total

40 marks

SECTION B (60 MARKS)

Answer **three (3)** Questions from this section

2. There are complaints that the Industrial Relations System in Swaziland is not responsive to the needs of the different key parties in the employment relationship. You have been appointed to look into the most important labour relations policy issues and make recommendations for improvement.

20 marks

3. "Often, there is tension among parties during the negotiation due to a number of problems experienced in the process, hence the reluctance to negotiate issues". Discuss the conduct of negotiations among the different parties. (20 marks).
4. Describe the widely used compensation practices and how they can be a major source of employees' conflict (20 marks)
5. "Communication is "lifeblood" of every organisation and in every functional area, Discuss aspects that you likely to communicate in industrial relations. (20 marks)