

**UNIVERSITY OF SWAZILAND**  
**FACULTY OF COMMERCE**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**MAIN EXAMINATION**  
**ACADEMIC YEAR 2014/2015**

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**TITLE OF PAPER:** Industrial Relations System/ Industrial Relations I

**DEGREE AND YEAR:** Bachelor of Commerce III

**COURSE NUMBER:** BA 308/ IDE BA410

**TIME ALLOWED:** Three (3) hours

**INSTRUCTIONS**

1. THIS PAPER CONSISTS OF SECTION (A) AND (B)
2. THE CASE STUDY 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: Compulsory**

Read the case below and answer the questions that follow.

**Case Scenario: Do Employees' Organisations have vital Role?**

" Employees Organisations are "trouble shoot", as such I do not see the reason why organisations should recognise them, argued the Human Resource Manager from Conco. In my organisation, I can never imagine ourselves functioning properly without workers organisations, particularly trade Unions. Ever since the company recognised SMAWU, the organisation has had the most fruitful relations with its employees because whenever employees have problems, we sit around the table and thresh out whatever employment relationship differences that we may have with our employees, responded the Swaziland Beverages manager. Contrary to the views presented by the Swaziland Beverages Human Resource Manager (HRM), a staff member complained about her membership to a staff association, presenting a number of reasons against it." One of her major concerns was that she pays too much union fees but she does not get value for her money.

Required:

- a. What is the ideology held by the Human Resource Manager for Conco?  
(Please support your views) **(10 marks)**
- b. How does the ideology held by Conco HRM differ from that of Swaziland Beverages HRM. (Please support your views) **(10 marks)**
- c. From your understanding of staff Associations' functions and their operationalisation in a private entity like Swaziland Beverages, why do you think the employee is aggrieved? **(10 marks)**
- d. From an Industrial relations perspective, what advice would you offer to the staff association for improvement? **(10 marks)**

**Total**

**40 marks**

**SECTION B**

**(Answer any three (3) questions from this section)**

**Question Two**

Discuss the Labour Relations Act guidelines for substantive fairness of dismissals.

**(20 marks)**

**Question Three**

"An industrial Relationship is country specific; that is it is influenced by developments in the country but in Swaziland its IR is somehow greatly influenced by prevailing developments in South Africa. Discuss this proposition, using practical illustrations to support your responses.

**(20 marks)**

**Question four**

Describe the steps that should be followed when conducting a formal grievance hearing.

**(20 marks)**

**Question five**

The tripartite arrangement is crucial in the Employer- employee relationship. Discuss this statement but in your discussion illustrate the potential flaws in the arrangement.  
(20 marks)

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