

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

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

DEGREE AND YEAR: Bachelor of Commerce III

COURSE NUMBER: BA 309/BA 411

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 CASE: COMPULSORY

Read the case below and answer the questions that follow.

Case: Buildix Angry employees threaten to Embark on a Strike Action

On Friday, at 7:00, the management of Buildix was informed that all 200 workers in the main production plant embarked on a wildcat strike. They were demanding that management increase their wages by 10% with immediate effect and that certain grievances be resolved before they would return to work.

Management approached the senior shop steward for an explanation but he refused to discuss the issues with management unless the union was present. Management then said that it would not recognise the shop stewards committee with immediate effect and that the strike was a matter between the workers and management and that the union was not involved in the issue even if they were a majority union that was recognised by Buildix. The shop steward informed management that they would have to bear the consequences of their actions and also demanded that Wim Brits, the production manager, be dismissed immediately because he *is* a racist who does not want to embrace change.

The union *organiser* arrived at the plant and asked to speak to the employees. Management refused him access to the plant and then informed the striking workers that they would be dismissed *if* they did not return to work within one hour. A handwritten note was slipped under the door of the HR manager shortly after the ultimatum was given to the employees. In the note it was alleged that employees were expected to work in unsafe conditions and that they did not receive any protective clothing. They were also unhappy with the late payment of wages, transport problems and the unfair treatment of applicants for employment. Wim Brits allegedly also assaulted a black worker and the matter was not dealt with properly in terms of the agreed grievance procedure. They also stated that they would not be working because they planned to embark on a go-slow strike immediately, until management met with their union representative.

Management then decided to shut off all the machines in the plant and clocked all striking employees out. When the workers heard of this arrangement they became furious and started shaking the fences around plant while chanting union slogans.

Source: Ehlers L.(2012) Industrial Relations Practice in South Africa, University of Northwest, S.Africa

Answer the following questions:

- a. Discuss the organisational rights of trade unions in this case under the Industrial Relations Act (IRA, 2000) (10 marks)
- b. Advise the trade union on the applicable procedures that should be followed. (20 marks)
- c. What actions can the union take in terms of the IRA if management refuses to meet them? (10 marks)

Total

40 marks

SECTION B

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

Question Two

Health and Wellness programmes are an imperative for every organisation because of the need to adhere to Occupational Safety and Health Act (OSHA). Discuss different strategies employed by companies in an endeavour to adhere to OSHA standards. (20 marks)

Question Three

Often negotiations are never smooth, hence issues may take long to be concluded, define negotiation and discuss the phases of negotiation (20 marks)

Question four

"Conflict should be avoided at all cost because of its consequences", argued the management of Petersee organisation. Critically evaluate this statement with respect to its consequences. (20 marks)

Question five

Critically evaluate traditional forms of compensation and how the contemporary ones have attempted to resolve the flaws of the traditional ones. (20 marks)

