

**UNIVERSITY OF SWAZILAND**  
**FACULTY OF COMMERCE**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**MAIN EXAMINATION**  
**ACADEMIC YEAR 2016/2017**

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**TITLE OF PAPER:** Industrial Relations System/Industrial Relations 1

**DEGREE AND YEAR:** Bachelor of Commerce 1V

**COURSE NUMBER:** BA 308/IDE BA 408/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 CASE: COMPULSORY**

Read the case below and answer the questions that follow.

**CASE: Lonmin grants rights to Amcu****June 3 2013 at 08:28am**

Johannesburg - Lonmin had agreed to grant union threshold rights to the Association of Mineworkers and Construction Union (Amcu), shutting rival National Union of Mineworkers (NUM) out of collective bargaining, Business Day newspaper reported on Monday.

Lonmin's human resources head Abey Kgotle told Business Day that the company agreed during negotiations at the Commission for Conciliation, Mediation, and Arbitration (CCMA) that it would set threshold rights of 35 percent for basic rights and 45 percent for collective bargaining and rights to full-time shop stewards.

Rights for a majority union would stand at 50 percent.

A trade union would need to achieve these levels of representation in the workforce for it to enjoy the specified rights.

Amcu currently represented 70 percent of unskilled workers and machine operators in bargaining unit one, Business Day reported.

This meant that the NUM would not have organisational rights among the low-skilled workers.

Lonmin operations had been a battleground between Amcu and the NUM, whose members now made up only 20 percent of the workforce. - Sapa

- a. What organisational rights would Amcu and NUM qualify for? (20)
- b. Similarly, employers and employees have rights as prescribed in the Employment Act (1980) and Industrial Relations Act (2000). Discuss these rights and the extent to which the different parties respect them? (20 marks)

**Total****40 marks**

**SECTION B**

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

**Question 2**

The International Labour Organisation (ILO) Consultant conducted a study in Swaziland focussing on employee grievances in Institutions of Higher Learning and found that the level for employees grievances in these Institutions is very alarming. The consultant concluded that this must be having adverse consequences. The weakness of this study is that it did not examine the cause of such grievances; neither did it identify the way forward.

- a. What are the likely findings about the causes of grievances in these Institutions? (10marks)
- b. What are the likely suggestions to be obtained from staff to improve the situation? (10 marks)

**Question 3**

- a) Despite promotion of union activities globally, unions continue to encounter challenges in executing their mandate, why is that the case ? (10 marks)
- b) In your view how can the situation for unions be remedied (10 marks)

**Question 4**

"I don't see why we should recognise unions when we have human resource managers to deal with our concerns", expressed Lindelwa who is employed by Conco Ltd".

- a. What perspective of Industrial Relations do you think lindelwa believes in? Support your answer. (10 marks)
- b. Is this view common in Swaziland? Support your answer? (15 marks)

**Question 5**

With the use of a diagram, illustrate and discuss the Industrial Relations System in Swaziland (20 marks)