

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

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

DEGREE AND YEAR: Bachelor of Commerce III

COURSE NUMBER: BA 309/IDE-BA 309/IDE- BA411

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: SIZWE MINING

When the management of Sizwe Mining arrived at work this morning they were informed that the entire workforce embarked on a wildcat strike. The communication system on the mine made provision for a works committee of twenty employees, of which twelve have been chosen by management. There were a number of union members among the employees on the mine, but the management of Sizwe Mining refused to talk to unions, although they had previously attempted to have workplace recognition agreement with the works committee.

It was soon realised that the works committee would be of no use in the strike negotiations because the workers considered them to be management's puppets who are unable to discuss the workers' real needs. Management did, however establish that the workers were on strike because they were demanding the resignation of an unpopular manager and that their grievances must be resolved.

Management discussed the matter with the strikers and informed them that the strike was unprotected and unlawful. Management expressed willingness to talk to a number of representatives appointed by the workers. The strikers did not agree to this. Another attempt was made to persuade the workers to appoint representatives to negotiate on their behalf but without success.

After management had a private meeting with the general manager, the strikers were informed they were in the month of the annual increase and that they would be denied an increase because of the strike. The strikers became very angry because management also informed them that any employee who is unhappy with his work, could resign from Sizwe Mining and could try find an alternative job. The workers refused to leave the mine area and to resume work until management agreed to change their labour relations policy, and the representation and communication structures of the mine.

Question 1

Required:

- a. How can Sizwe Mining use a labour relations policy to improve labour relations at the mine? **(5 marks)**
- b. What specific policy items will you include in the labour relations policy for Sizwe Mining **(15 marks)**
- c. Evaluate the communications structure that are being used at Sizwe mining and indicate how it can be improved. **(10 marks)**
- d. Propose workers participation programmes suited for Sizwe Mining **(10 marks)**

Total

40 marks

SECTION B

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

Question Two

As a member of the top brass of a national union you have been requested to tabulate issues that need to be represented on behalf of union members nationwide. List and explain the key concerns regarding employees' interests that should be discussed in the collective bargaining process. (Substantive and Procedural issues)

(20 marks)

Question Three

Often Negotiation do not yield desirable outcomes due to numerous reasons including lack of understanding of major influences on effective negotiations. Discuss the major influences. **(20 marks)**

Question Four

As a newly appointed Industrial Relations manager in an organization you realise that management's use of dated remuneration practices has an adverse effect on the relationship with employees and the union. Critically evaluate the traditional forms of remunerations indicating their problems compared to the contemporary ones.**(20 marks)**

Question Five

If workers do not get redress to their problems, their grievances aggravate disputes which eventually translate into protest action, if unresolved. Outline and discuss all the processes to be adhered to before engaging in legal protest action.

(20 marks)

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