

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION
ACADEMIC YEAR 2017/2018

TITLE OF PAPER: Industrial Relations System/Industrial Relations 1

DEGREE AND YEAR: Bachelor of Commerce III

COURSE NUMBER: BUS335/BA 308/IDE BA308/IDE BA 410

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) (40 MARKS)

(Read the case below and answer the questions that follow.)

CASE: ' First ASDA Bank Challenges of a Non-unionisation Policy? '

You are a Labour Relations Management specialist at First ASDA Bank. 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 Pretoria 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 have 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 is 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 in this case. **(20 marks)**

1.2 Provide brief guidelines for resolving each of the identified problems.

(20 marks)

Total

(40 marks)

Section B

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

Question Two

Discuss why countries' Industrial Relations' Systems differ? Please use practical examples to support your views. **(20 marks)**

Question Three

What is the main purpose of the Industrial Relations Act? In your discussion, you are required to also briefly summarise the general content of the Industrial Relations Act, 2005, **(20 marks)**

Question Four

"The Industrial relations' system does not operate in a vacuum but is influenced by the other sub-systems". Using a Schematic illustration of these processes, discuss these interactions. **(20 marks)**

Question Five

Governments of most countries in Africa are perceived to be corrupt and construed to be favouring employers most of the time. Thus, the argument that there is no rationale for involving them in labour relations' issues. Critically evaluate this statement. In your evaluation you are to provide a basis for your arguments for and against government. **(20 marks)**

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