

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

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

DEGREE AND YEAR: Bachelor of Commerce III

COURSE NUMBER: BUSS336/BA309/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: THE EMPLOYEE INVOLVEMENT CONCEPT: IS IT A FAD OR REALITY

Donnerr recently entered into a collective bargaining agreement with Mavutsa (the difficult workers union in Swaziland). The agreement prescribed specific procedures for resolving grievances and for taking disciplinary action. Donnerr hoped that union problems would be the thing of the past. However, it seems that the signing of the agreement was the start of his problems. When he got to work this morning at about 9.00 hours more than 200 production workers were on strike, they were singing and toy-toying by the main entrance of the company. The Labour Relations manager informed Donnerr that workers refused to talk to management without their union's presence. They however, handed him a letter of demands:

<p>Oppressive management Regime We demand that the following be done before we return to work</p>
<ol style="list-style-type: none"> 1. Wage negotiations with union must start immediately. 2. Overtime should be banned immediately. 3. Workers want a reduction of working hours from 45 hours to 36 hours per week for the same pay. 4. Peit Bizzar must be dismissed immediately because he insulted a female shop steward by touching her bum. 5. Management should stop discriminating employees who come late because the company bus service does not keep time.

Donnerr became very angry after reading the letter and called all managers to his office. He was of the opinion that the strikers should be dismissed immediately but the Production manager indicated that it would not be possible at this stage. He explained that they were producing a big order of a very important customer. He further highlighted that it would be better to engage the workers as soon as is practically possible. He reminded other managers that it would take weeks to train new employees.

Required:

- a. Conduct a situational analysis and highlight key problems **(10 marks)**
- b. Develop a strategy and key bargaining considerations that will help the parties come up with a solution to the problems **(30 marks)**

Total**40 marks**

(Case adapted from Lucas Ehlers (2003) *Labour Relations Practice in South Africa*, (Revised Ed.), pp.107-108, EAMS Publ. Pretoria.

SECTION B

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

2. "Employer-initiated participation schemes are frequently doomed for failure". Discuss this statement and state the steps to be followed and underlying principles governing successful implementation of participation schemes at the work place. **(20 marks)**
3. 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)**
4. Due to the complexity of the negotiation process, unions are increasingly recognising the need for expert negotiators. Discuss the profile of a successful negotiator and associated outcomes for effective negotiations. **(20 marks)**
5. As an Industrial Relations consultant, you have been approached by an Economist and a Human Resource Manager who are researching on industrial action in Swaziland.
 - a. The economist wants you to distinguish between the impact of industrial action and the purposes thereof. **(10 marks)**
 - b. The Human Resource manager is interested in knowing factors that contribute to the incidence and continuation of industrial action.**(10 marks)**

=====