

LRM1501

May/June 2017

INTRODUCTION TO LABOUR RELATIONS MANAGEMENT

Duration 2 Hours

75 Marks

EXAMINERS

FIRST

SECOND

MS AM RASIVHETSHELE

MR N SOTSHONONDA

Closed book examination

This examination question paper remains the property of the University of South Africa and may not be removed from the examination venue

This examination paper consists of four (4) pages

INSTRUCTIONS:

- 1 Answer any **three (3)** of the **five (5)** questions. Some of the questions have sub-questions
- 2 If you answer more than three (3) questions, only the first three (3) questions will be marked
- 3 Write legibly. Rough work will not be marked
- 4 Clearly number the questions that you choose to answer in the examination answer book
- 5 Write the numbers of the questions you choose to answer in the allocated column on the cover of your examination answer book
- 6 You are not expected to write an introduction or conclusion. Simply answer the questions asked
- 7 There is no need to cite references when answering examination questions

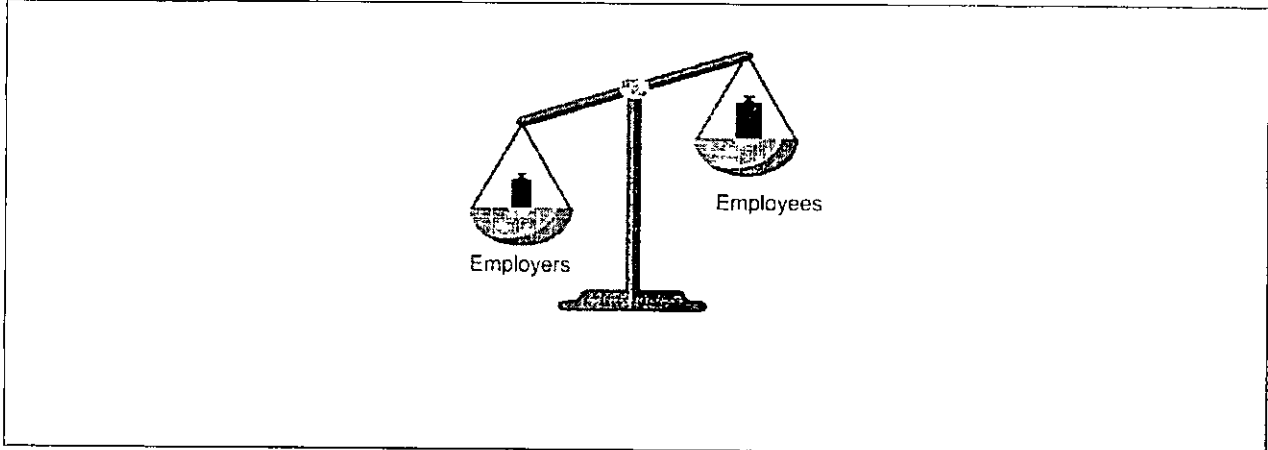
Please ensure that your answers apply to the specific scenario where relevant. Merely providing theoretical answers to these questions will not be sufficient.
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[TURN OVER]

ANSWER ANY THREE (3) OF THE FIVE (5) QUESTIONS.

QUESTION 1

Study the diagram below and answer question 1 1



- 1 1 The diagram above illustrates the power struggle between the employee and the employer. Based on the diagram, discuss the relationship between the employee and the employer in the workplace (10)
- 1 2 Distinguish between an employment contract and the employment relationship (4)
- 1 3 In your own words, define the term "labour relations" (3)
- 1 4 Differentiate between the theory of a free-market economy and socialist/communist economy (8)

[25]

QUESTION 2

Read the scenario below and answer question 2 1

Conflict in the workplace

Owing to conflict about trade unions in the workplace that had occurred between employees and management, three managers have a meeting to take a strategic decision about how they should manage employment relations in their organisation.

Tom starts the meeting by stating "After the events earlier this week, I realised that our ever-changing and highly complex society requires us to study a phenomenon like employment relations with an open mind, since it can be influenced by our own perspective or worldview. As management, we should come to a joint decision on how we will manage our employment relations." He continues "Although there is conflict between the different groups in the organisation, we are also somewhat dependent on each other. I feel that our employees' values, interests and diversity should also be taken into consideration, since it is our responsibility as management to ensure that the organisation is profitable, efficient and productive."

Grant is furious and responds "No, to manage is not our responsibility but our right. We have legitimate authority and employees should be loyal to the organisation and us. The conflict that occurred earlier was probably just a misunderstanding because, in general, we all work together in harmony. We should be able to manage it ourselves."

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Sipho interrupts "It is because the workers feel oppressed that they acted the way they did. Just look at the differences between what they have and what management has. It remains a class struggle. I feel for the poor workers and think they should have a greater say in the business!" Sipho is of the view that all role-players, organised business, organised labour and the state have to play a role in the formulation of labour policy in South Africa. He believes that all the parties' views should be heard and taken into account. He emphasises that this does not mean that they want to do away with trade unions, trade unions should remain an important part of society, and need strong and independent leadership.

- 2.1 Identify and discuss the perspective of labour relations reflected by Tom, Grant and Sipho respectively (15)
- 2.2 With reference to the engineering labour market, discuss five [5] micro-internal environmental factors and five [5] macro-external environmental factors that may influence a shortage of skilled and qualified engineers in South Africa (10)

[25]

QUESTION 3

- 3.1 Provide four [4] duties of the employer and four [4] duties of the employee (8)
- 3.2 Provide six [6] functions of trade unions (6)
- 3.3 Name any four [4] Acts that have an influence on labour relations. Explain the purpose of these Acts (8)
- 3.4 Identify and explain the three [3] types of dismissal that can take place in the workplace (3)

[25]

QUESTION 4

Read the scenarios below and answer question 4.1

Scenario 1. An employee is aggrieved about not being treated fairly and in a discriminatory manner in the workplace

Scenario 2 Employees are fighting with management for stopping the norm of leaving the workplace at 12 00 on the last working day of the month

- 4.1 Identify and explain the type of dispute in scenarios 1 and 2 respectively. Indicate whether the scenario represents a dispute of rights or a dispute of interest. Give a reason for your answer (6)
- 4.2 Explain why it is important for organisations to have policies and procedures in the workplace (6)
- 4.3 Define discipline in the workplace, and indicate whether or not it is important to have discipline in the workplace (3)

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- 4.4 Based on your answer in question 4.3, explain why organisations should have or not have discipline in the workplace (6)
- 4.5 Trade unions sign and enter into a collective agreement. Explain the two types of collective agreements that are provided by the Labour Relations Act 66 of 1995 (LRA) (4)

[25]**QUESTION 5**

- 5.1 Identify and explain five [5] forms of industrial action that employees can use against their employers in the workplace (10)
- 5.2 In order for an organisation to function effectively and manage conflict and disputes, the Labour Relations Act 66 of 1995 (LRA) provides internal and external structures for discussing matters of mutual interest and resolving disputes. Identify and discuss functions of external dispute resolutions that employees and employers can use to resolve their disputes (15)

[25]**TOTAL: [75]**

STUDENT CHECKLIST	✓
Have you filled in all your personal particulars on the cover of the examination answer book?	
Have you completed THREE of the FIVE questions in the paper?	
Have you written the numbers of the questions you answered on the cover of the examination answer book?	