

Tutorial Letter 101/3/2018

Labour Relations Management: Macro

LRM2601

Semesters 1 and 2

Department of Human Resource Management

IMPORTANT INFORMATION:

Please register on myUnisa, activate your myLife e-mail address and make sure that you have regular access to the module code 2018-S1 and module code 2018-S2 myUnisa module sites, as well as your e-tutor group site.

Note: This is an online module and therefore it is available on myUnisa. In order to support you in your learning process, however, you will also receive study material in printed format.



LRM2601

Labour Relations Management: Macro

CONTENTS

	<i>Page</i>
1 INTRODUCTION	4
1.1 Getting started	4
2 OVERVIEW OF THIS MODULE: LRM2601.....	4
2.1 Purpose	4
2.2 Outcomes	5
3 LECTURER(S) AND CONTACT DETAILS.....	5
3.1 Contacting the lecturer	5
3.2 Contacting the department.....	5
3.3 Contacting the university.....	6
3.4 Contacting fellow students	6
4 RESOURCES	6
4.1 Prescribed book.....	6
4.2 Joining myUnisa	7
4.3 Other resources – printed support material	7
4.4 Library services and resources information	8
5 STUDENT SUPPORT SERVICES.....	8
5.1 myUnisa.....	8
5.2 e-Tutors	8
5.3 Predatory providers of classes and examination support	8
5.4 TVET agreements.....	9
6 ASSESSMENT	9
6.1 Assignments (formative assessment).....	9
6.1.1 Assessment plan	9
6.1.2 Year mark and final examination.....	10
6.1.4 Unique numbers, due dates and material to study for the assignments.....	11
7.1.5 Submission of assignments	11
7.1.6 Queries about assignments	12

7.1.7	Feedback on assignments	12
7.1.8	Extension for assignments	12
7.2	Examination (summative assessment)	12
7.2.1	Admission to the examination	12
7.2.2	Format of the examination paper	12
7.2.3	Guidelines on preparing for the examination	13
8	UNISA's LANGUAGE POLICY	13
9	FREQUENTLY ASKED QUESTIONS (FAQs).....	14
10	CONCLUSION.....	14
	APPENDIX A: FIRST SEMESTER COMPULSORY ASSIGNMENTS.....	15
	APPENDIX B: SECOND SEMESTER COMPULSORY ASSIGNMENTS.....	26
	APPENDIX C: STUDY PLAN FOR LRM2601	36
	APPENDIX D: WELCOME PAGE ON MYUNISA	42



1 INTRODUCTION

Dear Student

I wish to welcome you to Labour Relations Management: Macro (LRM2601). As you progress in your journey through this dynamic module, you will soon realise how interesting labour relations management is. The labour situation in South Africa is complex. In view of the prominence of labour relations in the contemporary business world, it is important to take this opportunity to make a careful study of it. I am convinced that you will find the content of this module stimulating and of practical value.

This tutorial letter (LRM2601/101/3/2018) contains module-specific information, including the tutorial matter, purpose and outcomes of the module; relevant contact details; module-specific resources; student support services; the study plan; and the assignments and submission deadlines.

As this is an online module, you need to use myUnisa to study and complete the relevant learning activities. Please visit the website for LRM2601 on myUnisa on a frequent basis. The website for your module is either LRM2601-18-S1 (Semester 01) or LRM2601-18-S2 (Semester 02).

I hope you enjoy this module and wish you all the best in your studies!

1.1 Getting started



Owing to the nature of this module, you have to go online to see your study material and read about the module. Go to the myUnisa website, <https://my.unisa.ac.za>, and log in with your student number and password. You will see either LRM2601-18-S1 or LRM2601-18-S2 (depending on the semester for which you are registered) in the row of modules in the orange buttons across the top of the web page. Here you can select the module you wish to open.

You will receive this tutorial letter and a printed copy of the online study material for your module. While the printed material may appear to differ from the online study material, it is exactly the same and has been copied from the myUnisa website.

2 OVERVIEW OF THIS MODULE: LRM2601

2.1 Purpose

The **purpose** of this module is to enable you to use a systems approach to understand how macro aspects of South African labour relations apply to management practices. The syllabus includes labour relations concepts, theories and perspectives; the external environment; the state; employees and their representatives; employers and their representatives; other stakeholders and institutions; collective bargaining structures and processes; and industrial conflict, disputes and industrial action.

2.2 Outcomes

There are several outcomes that we hope you will be able to achieve by the end of the module:

Specific outcome 1: Demonstrate a detailed knowledge base and critical understanding of the theoretical and contextual perspectives and issues of the field of labour relations in South Africa, with a clear understanding of the related implications thereof for management.

Specific outcome 2: Have and demonstrate the ability to apply the key terms, concepts, theories and legislation relevant to the field of labour relations management from a macro perspective.

Specific outcome 3: Demonstrate a detailed knowledge of – and the ability to differentiate between – the various role players and stakeholders in South African labour relations, and be able to explain how the roles of the respective parties are influenced and governed in South Africa.

Specific outcome 4: Demonstrate a detailed knowledge and sound understanding of theoretical and practical aspects pertaining to collective bargaining, conflict and labour disputes in South African organisations, as situated in a socio-political and economic environment.

3 LECTURER(S) AND CONTACT DETAILS

3.1 Contacting the lecturer

The primary lecturer for this module is **Ms M Uys**. Contact details:

Department: Department of Human Resource Management
Address: AJH van der Walt Building, Muckleneuk Campus, Office 3-58
Telephone: 012 429 4924
Email: uysm@unisa.ac.za

PLEASE NOTE: You should contact your lecturer **only with academic enquiries**, that is, enquiries about the **content** of the module. You may not enclose letters to your lecturer with assignments.

Always write your **student number** and the **module code** at the top of any correspondence with the university. If you contact a lecturer by e-mail, always include the module code and your student number in the subject line.

The lecturer for this module will be available to take phone calls on academic matters and/or to attend to students who may prefer to visit personally for academic engagement. However, the days and times of lecturer's availability will be communicated in the module page on myUnisa. These days and times are subject to change from time to time in order to accommodate the lecturer's work schedule and other commitments. The changes on the days and times will be communicated by the lecturer in advance through the announcement option on myUnisa as and when this happen. Students are advised to check the module page on myUnisa before making phone calls or visiting the lecturer's office for academic enquiries/engagements.

3.2 Contacting the department

The Department of Human Resource Management can be contacted telephonically or via e-mail:

Telephone number: 012 429 8701
E-mail: hrmacademics@unisa.ac.za

Always include your student number and the module code in the subject line of e-mail messages. Please do not send the same message to both the helpdesk and the Course Contact option on the module site, as this may cause delays if your lecturer has to respond to duplicate enquiries.

3.3 Contacting the university

To contact the university, follow the instructions in the brochure *Study @ Unisa*. Remember to have your student number available whenever you contact Unisa. Always include your student number when you contact a lecturer, as this will help the lecturer to help you.

Administrative queries concerning fees, the receipt of assignments, examination dates, etc., should be directed to the relevant administrative departments, as indicated below:

Communicating with the administrative departments of the university

If you need to contact the university about matters not related to the content of this subject, please consult the booklet *Study @ Unisa*, which you received with your study material. This booklet contains information on how to contact the university (e.g., whom to write to with different queries, important telephone and fax numbers, or addresses and details of the times certain facilities are open).

Please note that all administrative enquiries should be directed to the following e-mail addresses:

Student admissions and registrations	Study-info@unisa.ac.za
Student assessment administration for assignments	Assign@unisa.ac.za
Student assessment administration for examinations	Exam@unisa.ac.za
Despatch: Study material	despatch@unisa.ac.za
Finance	finan@unisa.ac.za
ICT (myUnisa & myLife)	MyUnisaHelp@unisa.ac.za
	MyLifeHelp@unisa.ac.za

Also refer to Tutorial Letter HRMALL6/301/4/2018 for further contact details.

3.4 Contacting fellow students

You are welcome to contact other students via the myUnisa **Discussion Forum** – a student lounge that you can use to make contact with fellow students. I will not monitor this lounge closely; this is your space. Please be respectful towards one another and limit communications to subject-related matters only. To access the **Discussion Forums**, select the link on the left-hand side of the LRM2601 module site on myUnisa.

4 RESOURCES

4.1 Prescribed book

There is one prescribed book for this module, namely:

Nel, PS, Kirsten, M, Swanepoel, BJ, Erasmus, BJ & Jordaan, B. 2016. *South African employment relations, theory and practice*. 8th edition. Pretoria: Van Schaik. ISBN: 9780627033933.

DO NOT use earlier editions of this book – make sure that you purchase the eighth edition. The prescribed book can be obtained from the university's official booksellers. To access myUnisa for a list of the official booksellers that stock this book, go to the myUnisa web page (<http://my.unisa.ac.za>), click on **Prescribed Books** on the left and type in the relevant module code. Once you click on **Display**, you will find information on the prescribed book for the particular module as well as details regarding the

booksellers. Information on the booksellers is also available in *Study @ Unisa*. Alternatively, log onto the LRM2601 module site and click on the **Prescribed Books** link on the left-hand side.

If you have difficulty obtaining the prescribed book from these booksellers, please contact the Unisa Prescribed Book Section as soon as possible, at tel: 012 429 4152 or e-mail vospresc@unisa.ac.za for assistance.

4.2 Joining myUnisa

If you have access to a computer that is linked to the internet, you can quickly access resources and information at the university. The myUnisa learning management system is Unisa's online campus that will help you communicate with your lecturers, other students and administrative departments at Unisa – all via the computer and internet.

Start at the main Unisa website at <http://www.unisa.ac.za>, then select the myUnisa orange button. This will take you to the myUnisa website. To go to the myUnisa website directly, go to <https://my.unisa.ac.za>. When you first visit the myUnisa website, click on the "Claim Unisa Login" on the right-hand side of the screen. You will then be prompted to give your student number to claim your initial myUnisa details as well as your myLife login details.

For more information on myUnisa, consult the brochure *Study @ Unisa*, which you received with your study material.

4.3 Other resources – printed support material

Since we want you to be successful in this online module, we will also provide you with some of the study material in printed format. This will allow you to read the study material even if you are not online.

Unisa's Despatch Department will supply you with the following printed study material for this module:

- Tutorial Letter LRM2601/101/3/2018 (this tutorial letter)
- SG001 (study guide)
- HRMALL6/301/4/2018 (general information)

This printed study material will be sent to you at the beginning of the semester, but you do not have to wait to receive it before you start studying – you can go online as soon as you have registered and all your study materials will be there. The material we send you is merely an **offline** copy of the formal content of the online module. Having an offline copy will give you a chance to do much of the studying for this module **without** having to go onto the internet or to an internet café. This will save you money, of course, and you will be able to take as much time as you need to read and re-read the material and complete the activities.

It is very important that you log onto myUnisa regularly. We recommend that you do this at least once a week, to

- **check for new announcements.** You can also set up your myLife e-mail so that you receive announcements via your cell phone.
- **complete the Discussion Forum activities.** When you complete the activities for each study unit, we want you to share them with others in your group. You can read the instructions and even prepare your answers, but you need to go online to post messages.
- **perform other online activities.** For some of the study unit activities you will need to post something on the **Discussion Forum** or to complete an activity under **Self-Assessment**. Do not skip these activities, because they will help you to complete the assignments and the activities for the module.

We hope this system will help you succeed in this online module, by giving you extra ways to study the material and practise all of the activities. At the same time, you **MUST** go online regularly in order to complete the activities and assignments on time, and to get the most out of the online course.

Remember: the printed support material is a back-up for everything that can be found online on myUnisa. It does not contain any additional information. **In other words, do NOT wait for the printed support material to arrive before you start studying.**

4.4 Library services and resources information

For brief information, go to: www.unisa.ac.za/brochures/studies

For more detailed information, go to the Unisa website: <http://www.unisa.ac.za/> and click on **Library**.

For research support and the services of personal librarians, go to:

<http://www.unisa.ac.za/Default.asp?Cmd=ViewContent&ContentID=7102>

The library has compiled numerous guides:

- To find recommended reading in the print collection and e-reserves – <http://libguides.unisa.ac.za/request/undergrad>
- To request material – <http://libguides.unisa.ac.za/request/request>
- For postgraduate information services – <http://libguides.unisa.ac.za/request/postgrad>
- To find, obtain and use library resources and tools to assist you in doing research – http://libguides.unisa.ac.za/Research_Skills
- To find out how to contact the library/find us on social media/for frequently asked questions – <http://libguides.unisa.ac.za/ask>

5 STUDENT SUPPORT SERVICES

Various student support systems and services are available at Unisa (e.g., student counselling, tutorial classes and language support). Please consult *Study @ Unisa*. Information on the use of myUnisa and tutor support is also provided in Tutorial Letter HRMALL6/301/4/2018.

5.1 myUnisa

On the **LRM2601** module site on myUnisa you will find many tools (including a link to contact me and a discussion forum with a student lounge). Students can use the student lounge to chat to one another online about various matters. We have created specific categories for module-specific matters, such as the assignments, examination and study units. When you participate in discussions, please ensure that you use the correct forum. This makes it easier for students to find information on a specific topic or matter. Remember that there is a **Help** function on myUnisa (which appears as an orange-coloured tab at the top, or in the **More** drop-down menu) that you can access if you need help with the tools or with navigating the myUnisa environment.

5.2 e-Tutors

This module has **e-tutors** on myUnisa to facilitate your learning process and provide online guidance with your studies. You have to access myUnisa and participate in the module-specific discussions and activities. The e-tutor will facilitate your journey in the e-learning environment and will add value to your e-learning experiences. Please use this additional support.

5.3 Predatory providers of classes and examination support

Please be aware of the existence of multiple fraudulent and predatory providers of “classes” and “examination guidance” to Unisa students. Please note that Unisa does not have agreements with any of

these agencies/schools/colleges to provide tuition or support to our students. Unisa also does not provide these predators with study materials, guidelines or your contact information.

These providers may not have the necessary expertise to assist you and often charge exorbitant fees. If you receive an invitation from any agency or college, it is best to confirm with your lecturer whether the provider is a legitimate Unisa partner.

5.4 TVET agreements

Unisa does have agreements with a number of TVET colleges to provide contact tuition and support for students in the following higher certificates:

- Higher Certificate in Economic & Management Sciences
- Higher Certificate in Banking
- Higher Certificate in Tourism
- Higher Certificate in Accounting Sciences

More information on this is available on the Unisa website.

6 ASSESSMENT

6.1 Assignments (formative assessment)

6.1.1 Assessment plan

Unlike residential universities, Unisa does not require students to write tests to gain admission to the examination – assignments are used for this purpose. Assignments are important for determining whether you have studied the material in the study units and prescribed book systematically, and can achieve certain objectives. At the same time, assignments help you to familiarise yourself with the standards applied at the university, they broaden your knowledge of the module and allow you to gain valuable practise in answering questions.

Two assignments are set for this module. **Both Assignments 01 and 02 are compulsory.** You must submit them to the university for assessment on or before their due dates. The marks you obtain for the assignments will contribute to your final mark for this module. You may complete them after you have studied the relevant sections of the prescribed material. **You have to submit at least one assignment on or before the due date to gain admission to the examination.** Assignment 01 consists of multiple-choice questions, while Assignment 02 contains essay questions, and questions related to case studies or scenarios.

The assignments appear in Appendix A (Semester 1) and Appendix B (Semester 2) of this tutorial letter (LRM2601/101/3/2018). Since you are expected to adopt a scientific approach to your assignments, study the guidelines on answering assignments and examination questions in Appendix C in Tutorial Letter HRMALL6/301/4/2018. Pay special attention to the key concepts used in assignments and examinations, and the guidelines on analysing case studies and answering related questions, to ensure that you understand how to avoid plagiarism. Make sure that you meet the administrative requirements in this appendix when you submit assignments. Completing assignments gives you an excellent opportunity to ensure that the work you do during the semester contributes to your final assessment mark. We therefore advise and encourage you to complete all the assignments (including the self-assessment assignments, which should not be submitted to Unisa for marking) and obtain a good mark for them.

6.1.2 Year mark and final examination

Your final assessment mark for this module will be a combination of your assignment marks and your examination mark.

You will earn a **year mark** by submitting Assignments 01 and 02 on time. Your marks for these assignments will be combined with your examination mark, to calculate your **final assessment mark** for this module. Your assignment marks will contribute a maximum of **20%** (10% each) to your final assessment mark for the module, while your examination mark will contribute **80%**. **Note that only the submission of an assignment on or before the due date is required for admission to the examination.** However, the marks obtained for both compulsory assignments will contribute to your final mark. Therefore, although you will be admitted to the examination even if you do not submit Assignment 02, you will forfeit 10% of your final mark. You will then have to obtain a minimum of 50% as a final mark (i.e., the year mark and the examination mark combined) to pass the module.

Please take note of Unisa's sub-minimum rule, which applies to the final assessment mark (year mark combined with examination mark).

SUB-MINIMUM RULE

Note the following in the Unisa assessment policy:

Irrespective of the year mark obtained, a subminimum of 40% must be obtained in the examination. If you obtain less than 40% in the examination, your year mark will not be taken into account when calculating your final assessment mark. In such an event, only the mark obtained in the examination will be the final mark.

You will therefore fail the module if your examination mark is less than 40%.

Below is an example of how you can calculate your year mark and final mark:

Example: Calculation of year mark and final mark

Assignment 01 mark = 60%
Assignment 02 mark = 80%
Average mark for assignments $(60\% + 80\%) = 70\%$
20% of the assignment mark = 14%
Year mark = 14%

Examination mark = 50%
80% of the examination mark = 40%
Examination mark = 40%

Final mark = Year mark + examination mark
 $= 14\% + 40\%$
 $= 54\%$

You will need a final mark of **50% to pass the module**, and at least 40% to qualify for a supplementary examination. Refer to Tutorial Letter HRMALL6/301/4/2018 and *Study @ Unisa* for more information in this regard.

6.1.3 Format of assignments

Assignment 01

Assignment 01 comprises 20 multiple-choice questions. Assignment 01 for students who are registered for Semester 1 appears in Appendix A, and Assignment 01 for students who are registered for Semester

2 appears in Appendix B of this tutorial letter, LRM2601/101/3/2018. Ensure that you use the correct unique number for your assignment. If you need help answering multiple-choice questions, see *Study @ Unisa*.

Assignment 02

Assignment 02 is a written assignment. This assignment appears in Appendix A for students who are registered for Semester 1, and in Appendix B for students who are registered for Semester 2 in this tutorial letter, LRM2601/101/3/2018. The assessment criteria for the assignment are also explained in these appendices. There are different unique numbers for each assignment: please ensure that you use the correct unique number when submitting each assignment. **Ensure that you submit your Assignment 02 in PDF format, should you decide to submit it via myUnisa.** Guidelines on answering essay/case study assignment questions are provided in Tutorial Letter HRMALL6/301/4/2018.

6.1.4 Unique numbers, due dates and material to study for the assignments

Different unique numbers are provided for each assignment in each semester – use the correct number when submitting your assignments. The assignments have specific due dates, as indicated below. A few weeks after the due date of each assignment, guidelines on answering the assignment will be made available in Tutorial Letter 201 (Assignment 01) and Tutorial Letter 202 (Assignment 02). These tutorial letters will also be available under **Official Study Material** on myUnisa. Study these guidelines, together with the other study material, in preparation for the examination on this module.

Here are the due dates of the various assignments and their unique numbers for both semesters:

Assignment number	First semester		Second semester	
	Due date	Unique number	Due date	Unique number
01	13 March 2018	856038	7 August 2018	878074
02	10 April 2018	761711	5 September 2018	872360

Please ensure that you use the correct unique number when submitting assignments and submit your assignments on or before their due dates. Take into account slow postal systems and routine computer system maintenance. We therefore advise that you submit your assignments a few days before their due dates.

7.1.5 Submission of assignments

We advise you to submit all your assignments online via myUnisa.

To submit an assignment on myUnisa:

- Go to myUnisa (<http://my.unisa.ac.za>) and log in with your student number and password.
- Select the module for which you want to submit the assignment.
- Click on **Assignments** in the menu on the left-hand side of the screen.
- Click on the number of the assignment that you wish to submit and follow the instructions.
- The assignment must be submitted in **PDF format**. See the guidelines on myUnisa regarding how to convert a Word document into a PDF document.
- Once you have submitted an assignment, do not resubmit it (even though such an option is available). When the due date has lapsed, this option will no longer be available.
- You can check on myUnisa whether we have received your assignment(s).
- After you have submitted an assignment, print or save the proof of submission page.
- Always keep a copy of your assignments.

Remember that you can submit your assignments until 00:00 (midnight) on the due date of the assignment. However, we **advise you NOT to wait until the due date before submitting your assignments** on myUnisa, as the system might be very busy or might be down for routine maintenance. **Please note that if you submit Assignment 02 via myUnisa and the assignment is not in PDF format, your assignment will be sent back to you unmarked.** Any document that is corrupt (because of, say, a virus on your computer) **will also be returned UNMARKED, and you will receive 0% for that assignment. It is your responsibility to ensure that you submit your assignment correctly.**

Alternatively, you may submit your assignment by posting it or by placing it in one of the Unisa assignment boxes.

7.1.6 Queries about assignments

Enquiries about the receipt of assignments or assignment marks may be directed to the Directorate of Student Assessment and Administration (see *Study @ Unisa* for details). Assignment information can also be obtained by accessing myUnisa.

Please note that even if you submit your assignment before its due date, it will only be assessed and returned to you after the due date. No assignment will therefore be assessed before the due date.

7.1.7 Feedback on assignments

You will receive feedback on your assignments in Tutorial Letter 201 (for Assignment 01) and Tutorial Letter 202 (for Assignment 02). These tutorial letters will be sent to you **after** the due dates of the assignments, and will also be available on myUnisa. The assignments and the feedback in them constitute an important part of your learning and should help you to be better prepared for the next assignment and the examination.

7.1.8 Extension for assignments

Since the assignments are marked electronically and the guidelines on answering the assignments are also made available on myUnisa, we cannot grant extensions for the submission of assignments.

7.2 Examination (summative assessment)

The examination is your opportunity to demonstrate that you have achieved the learning outcomes of this module.

7.2.1 Admission to the examination

Admission to the examination is automatic, provided that you have submitted at least one assignment on or before its due date. Students who do not submit an assignment will **NOT** be granted admission to the examination. **No extension** for the submission of an assignment will be granted.

7.2.2 Format of the examination paper

The format of the examination paper will be as follows:

The examination paper will consist of five essay questions (25 marks each), of which you will be expected to answer three (total: 75 marks). These questions may be subdivided into paragraph questions. **Note:** there will be no multiple-choice questions in the examination paper.

The duration of the examination is two (2) hours.

The Examination Department posts previous examination papers on myUnisa. Please note that these examination papers are provided to give you an idea of the format of the examination – you

should not regard them as an indication of the actual questions in the examination that you will write; the format of examination papers may also vary from year to year. However, please see the specific examination guidelines provided in this tutorial letter. No further previous examination papers will be provided, nor can we provide you with the memoranda of the examination papers posted on myUnisa.

Please do not contact your lecturers for copies of previous examination papers or about the availability of examination papers on myUnisa, as this is a function of the Examination Department.

7.2.3 Guidelines on preparing for the examination

Study units 01 to 07 on myUnisa, together with corresponding chapters in the prescribed book, for the examination.

Please use the study units as a starting point to prepare for the examination. We indicate in the study units which parts of the prescribed book you must study. Where you are required to **read** a section, you need not **study** that particular section because it merely serves to provide background information.

The study units offer important pointers on what material you should read and what you should study. Obviously, the material you have to study is important for assessment purposes. The examination questions are derived from the learning outcomes.

For the assignments, you have the opportunity to work through the relevant tutorial matter and formulate answers by using either the study units or the prescribed book (or both). This tutorial letter, and subsequent tutorial letters, contain guidelines on how to answer the assignment questions and what to include in your answers.

The self-assessment questions in the study units will help you achieve the learning outcomes. They will also give you the opportunity to apply your newly acquired knowledge and develop your insight into, and understanding of, the learning material. Our advice is that you work on these questions and assess yourself against the theoretical requirements spelled out in the prescribed book and/or study units.

As you prepare for the examination, you should take into consideration the following guidelines:

- Compile a roster for revising the work and arrange study leave timeously.
- Reformulate the learning outcomes as questions.
- Revise all the assignments and the guidelines for the assignments in the tutorial letters.
- Revise all the self-assessment questions at the end of each study unit in MO001.
- Make notes of important concepts, principles and processes, and test your understanding and knowledge of them.
- Allow time for more than one revision.
- Learn actively. Do not merely read the study material; practise what you will have to do in the examination. For example, if you expect an essay question, you have to practise writing answers to essay questions. Do one complete question to check how much you can write in, say, 40 minutes, so that you will know how to plan your time in the examination.
- Plan and practise the framework of possible questions. Spend five minutes sketching a quick mind map of how you would answer a question in 40 minutes.

Please refer to *Study @ Unisa* and Tutorial Letter HRMALL6/301/4/2018 for general examination guidelines and examination preparation guidelines.

8 UNISA'S LANGUAGE POLICY

Unisa has introduced a new language policy which states that recently developed online modules will be offered in ENGLISH only. This applies to LRM2601. Therefore, all official study material (study guide, tutorial letters, etc.) will be provided in English only. You are also required to submit your assignments in

English. All other communication (Discussion Forums on myUnisa, e-mail correspondence, self-assessment questions on myUnisa, and e-tutor forums) will also be provided in English only.

9 FREQUENTLY ASKED QUESTIONS (FAQs)

A number of FAQs and answers appear in Appendix C of Tutorial Letter HRMALL6/301/4/2018. These questions are relevant to all the modules offered by the Department of Human Resource Management. You can also find FAQs on the LRM2601 module site on myUnisa. To access these questions, go the site and click on the FAQ tool on the module site (it appears on the left-hand side of the screen).

Before you contact Unisa, read the FAQs as you may find the answer to your question there. Also remember to look at the FAQs regularly, as we will add more questions as the semester progresses – they may even be ones you have asked. This tool is therefore very useful. Also consult *Study @ Unisa* before you contact the university, as most questions are answered in this brochure.

10 CONCLUSION

You have received a great deal of communication from the university, but I would like to encourage you to take the time to read the information thoroughly, as this will help you on your road to success.

You are welcome to contact me or your e-tutors if you have any problems with this module during the semester. You are now ready to begin this exciting and interesting module.

I wish you a very successful semester.

Kind regards

Ms M Uys

**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
UNISA**



APPENDIX A: FIRST SEMESTER COMPULSORY ASSIGNMENTS

ASSIGNMENT 01 FOR SEMESTER 1	
Consult workbooks 01, 02 and 03 of the study guide, as well as corresponding sections in the prescribed book	
Due date	Unique number
13 March 2018	856038

**You have to submit Assignment 01 to be admitted to the examination.
The mark you obtain for Assignment 01 will contribute 10% to your final mark for this module.**

Submit this assignment if you are registered for the first semester.

Assignment 01 comprises **20 multiple-choice questions**. Different assignments are set for Semesters 1 and 2. In this assignment you are required to select the most appropriate option from the “answer section” of each question (options 1–4). In other words, if you think that statement 4 in question 1 is correct, then you select option 4 next to the appropriate question number (in this case it is question 1) on the mark-reading sheet.

You need to use the official Unisa mark-reading sheet when submitting this assignment, or you may submit it by means of the myUnisa system. Follow the instructions on how to use and complete mark-reading sheets in the *Study @ Unisa* booklet.

Note: Unisa will return Assignment 01 unmarked if you do not complete the mark-reading sheet correctly. Refer to the *Study @ Unisa* booklet to avoid disappointment. If the assignment is returned under these circumstances, you will not be admitted to the examination.

Ensure that you answer all the questions and that the numbering is correct.

Question 1

You are the Human Resources (HR) manager of a large black economic empowerment (BEE) auditing organisation. The directors of this organisation feel that the employees working here are in basic harmony, and that conflict is undesirable and unnecessary. Trade unions are not welcome in the organisation, as they are regarded as unnecessary and dysfunctional. What perspective does this BEE auditing organisation follow?

- 1 Pluralist perspective
- 2 Radical perspective
- 3 Unitarist perspective
- 4 Societal corporatism

Question 2

Mr Bosch is the owner of a lawnmower manufacturing plant. He acknowledges that management and employees have conflicting objectives, but he is aware that they are interdependent (i.e., dependent on one another). Mr Bosch also views conflict in the organisation as rational and inevitable, and trade unions as a necessity to channel conflict and represent employees' interests. What perspective does Mr Bosch follow in his organisation?

- 1 Pluralist perspective
- 2 Radical perspective
- 3 Unitarist perspective
- 4 Societal corporatism

Question 3

What perspective do countries such as Libya and Yemen follow, where the state takes on a paternalistic or authoritarian mode and imposes its will on the labour movement, in order to demobilise and co-opt organised labour into government structures?

- 1 Post-modernistic perspective
- 2 State corporatism
- 3 Radical perspective
- 4 Societal corporatism

Question 4

Your cousin is the assistant store manager at a large retail store. Her relationship with her employer and her supervisor, the store manager, represents the _____ dimension of the employment relationship.

- 1 collective
- 2 formal
- 3 individual
- 4 informal

Question 5

Organisational activities involving the organisation's distribution of its resources and rewards (including goods such as wages and salaries, jobs, promotions, bonuses, training opportunities and status) are referred to as _____ justice.

- 1 distributive
- 2 workplace
- 3 procedural
- 4 interpersonal

Question 6

Justice perceptions are central to the study of employment relations. Which of the following three criteria are included in distributive justice?

- a Equality
- b Consistency
- c Need
- d Equity
- e Neutrality

Choose the correct option:

- 1 a, b and c
- 2 b, c and d
- 3 a, c and d
- 4 b, d and e

Question 7

Justice perceptions are central to the study of employment relations. Which of the following criteria are relevant in procedural justice?

- a Equality
- b Consistency
- c Ethicality
- d Equity
- e Correctability

Choose the correct option:

- 1 a, b and c
- 2 b, c and e
- 3 a, c and d
- 4 b, d and e

Question 8

Several macro external factors have a direct bearing on employment relations. Which of the following is/are **NOT** a socio-political factor influencing employment relations?

- 1 Education and training
- 2 Legislation
- 3 Location of the organisation
- 4 The media

Question 9

According to section 23 of the Constitution of the Republic of South Africa, 1996, certain fundamental employment rights are applicable to all employment situations. Which of the following is **NOT** such a fundamental right?

- 1 Everyone has the right to fair labour practices.
- 2 Every employee has the right to training and development in his/her occupation.
- 3 Every employee has the right to form and join a trade union.
- 4 Every employer has the right to form and join an employers' organisation.

Question 10

Several organisational-level factors interact with the dynamics of employment relations. Which one of the following is **NOT** an organisational-level factor?

- 1 Social factors
- 2 General management-related factors
- 3 The organisational context
- 4 Structural factors

Question 11

An “employee” has the following characteristics which distinguish this employment relationship from alternative work arrangements. Which of the following is **NOT** a characteristic of an “employee”?

- 1 The worker is obliged to obey lawful, reasonable instructions regarding the work to be done and the manner in which it is to be done
- 2 Relationship is terminated by the death of the worker
- 3 Relationship terminates on completion of specified work or delivery/attainment of a specified outcome/result
- 4 The worker must render the work-related service at the request of the employer

Question 12

Peter is a carpenter for Distinctive Kitchens and Cupboards, and he has decided to join a trade union in order to be assured that his interests as employee are looked after. He has joined ‘The Carpenters Union’, a trade union focusing on employees working as carpenters. Which type of trade union has Peter joined?

- 1 A craft union
- 2 An industrial union
- 3 A legal union
- 4 A specialist union

Question 13

Annabel is regarded as an employee representative. She is accredited by the trade union of which she is a member, and she acts on behalf of its members in the organisation where she works. What role does Annabel fulfil?

- 1 Labour consultant
- 2 Mediator
- 3 Negotiator
- 4 Shop steward

Question 14

Jolene is the labour relations manager of a large publishing firm. Her main functions as a manager in labour relations include _____.

- 1 planning, organising, leading and administration
- 2 leading, administration, control and planning
- 3 organising, leading, control and finance
- 4 planning, organising, leading and control

Question 15

You are the HR manager of a medium-sized cosmetics company, which employs 300 employees. The company is unionised and employees often strike or “go slow”; which leads to beauty salons not receiving their cosmetic products on time and the company consequently suffers huge financial losses. You want to join an organisation that links a number of employers and regulates relations between trade unions and the managers or owners of organisations. Which of the following should you join?

- 1 A workplace forum
- 2 A bargaining council
- 3 An employers’ organisation
- 4 A collective interest group

Question 16

Which of the following groups are represented in NEDLAC?

- a The informal sector
- b Organised labour
- c Organised business
- d Government
- e The media

Choose the correct option:

- 1 a, b and c
- 2 b, c and d
- 3 c, d and e
- 4 b, c and e

Question 17

What does the abbreviation CCMA stand for?

- 1 Commission for Conciliation, Mediation and Appeals
- 2 Council for Conciliation, Monitoring and Arbitration
- 3 Committee for Consolidating, Mediation and Arbitration
- 4 Commission for Conciliation, Mediation and Arbitration

Question 18

COSATU, FEDUSA and NACTU are the three major _____ in South Africa.

- 1 employers' organisations
- 2 trade union federations
- 3 organised business organisations
- 4 national development federations

Question 19

The two specialised courts of law in the South African system of labour relations are the _____ and the _____. The role of these courts relates to law enforcement in the field of labour relations.

- 1 CCMA; Labour Court
- 2 Labour Court; Constitutional Court
- 3 Labour Court; Labour Appeal Court
- 4 CCMA; Labour Appeal Court

Question 20

There are five broad role-players in employment relations, namely employers (represented by management), employees (represented by trade unions), the state, _____ and _____.

- 1 customers; bargaining councils
- 2 competition; customers
- 3 statutory councils; customers
- 4 competition; marketers

The answers to this assignment will be provided in Tutorial Letter LRM2601/201/1/2018. Please note that this tutorial letter will be made available on myUnisa only after the due date of Assignment 01.



ASSIGNMENT 02 FOR SEMESTER 1

Consult workbooks 05, 06 and 07 of the study guide as well as corresponding sections in the prescribed book

Due date	Unique number
10 April 2018	761711

The mark obtained for Assignment 02 will contribute 10% to your final mark for this module.

Submit this assignment if you are registered for the first semester.

- ◆ **This written assignment can be submitted on myUnisa or posted to us in a Unisa assignment cover.**
- ◆ This assignment comprises essay questions. Some of the questions are based on scenarios.
- ◆ Written assignments may be scanned as PDF documents and submitted electronically.
- ◆ You are expected to meet particular requirements relating to the layout and technical presentation of assignments. The following technical requirements must be met in this assignment:
 - **Cover page.** Include information such as the module code, assignment number, your name and surname, as well as your student number.
 - **Table of contents.** Always include a table of contents on the first page by listing the headings and sub-headings of your assignment. These headings and sub-headings should be numbered and the page numbers should be provided.
 - **An introduction.** This gives the reader an indication of what to expect in the rest of the document. Note that there should be only one introduction to the assignment as a whole, not one per question.
 - **A discussion** of the questions, which comprises an interpretation and logical explanation of the information collected. This is also called the body of the assignment. A logical explanation means that the information should be subdivided into sections with appropriate headings. Use headings that are properly numbered. This will not only help you to arrange your thoughts, but will also enable the reader to grasp your reasoning more easily.
 - **A conclusion.** This should contain a summary of your arguments and (where necessary) state your deductions. If possible, give your own opinion based on theoretical principles, because this will add to the value of your answer. Do not introduce any new information in the conclusion. Again, there should only be one conclusion at the end of your assignment, not one per question.
 - **Cite all the sources** you have consulted in the text and provide full details in a **list of references** at the end of your assignment. Use the Harvard referencing method. See **Appendix C** in Tutorial Letter HRMALL6/301/4/2018 for guidelines.

Learning outcomes

On completion of this assignment, you should be able to

- describe the BCEA in general terms by mentioning the scope, application, aims and subjects which it covers.
- demonstrate detailed knowledge of employers' organisations and employee organisations.
- identify and discuss the different perspectives and approaches to collective bargaining.
- discuss the concepts "freedom of association" and "organisational rights" in the South African context, as well as the union security arrangements that make these possible.

Question 1

Read the scenario below and then answer questions 1.1–1.2.

Employment at Pure Café

Bendy works as a chef at Pure Café. She works six days a week. Her ordinary hours of work are from 09h00 to 18h00. She is allowed to take a 40-minute meal break at 15h00 after the lunch-hour rush at the café. Nevertheless, she should still be at the restaurant in case a customer wants to order a specific dish that only she is able to prepare. She gets 18 consecutive days' annual leave, but her employer prefers to pay her rather than permitting her to take earned leave. Bendy is unhappy about her employment conditions. When she told her employer she was pregnant, he responded that she was only entitled to two months' unpaid maternity leave. To make matters worse, Bendy has a very difficult pregnancy and is admitted to hospital for four days. She submits the doctor's report upon her return, but her employer maintains that there is a no-work-no-pay policy at Pure Café.

- 1.1 Explain the purpose and application of the Basic Conditions of Employment Act (BCEA), 75 of 1997. (4)
- 1.2 Analyse Bendy's working conditions in terms of ordinary working hours (4 marks), meal intervals (3 marks), annual leave (3 marks), sick leave (4 marks) and maternity leave (2 marks), to determine whether her employer is in breach of the BCEA. In your answer, indicate clearly whether her working conditions on the above aspects are in accordance with the BCEA, by stipulating the relevant conditions as set out in the Act. (16)

Question 2

Read the scenario below and then answer questions 2.1–2.3.

Should I join a trade union?

We live in unsettling times. With the economy poised between a Great Depression-style collapse and something only slightly more palatable, it is little wonder that people are casting around for a bit of comfort and security.

So why not reconsider an idea that probably made an awful lot of sense to your grandparents but has taken a bit of a battering in recent decades: joining a union. (Even if you have to admit that you know your grandfather did it in backing his personal political view.)

"ABC union is forecasting that unemployment will rise even further towards the end of the year, and employers are looking to cut costs wherever they can. According to Paul Weinberg, national organiser at the ABC union, the first advantage of union membership is to "make sure changes are negotiated rather than imposed".

The second big plus is higher wages. “We know that people who work in unionised workplaces are paid more,” said Weinberg. Unions also offer their members advice, support and representation if they are having a problem with their employer. There are also other individual benefits to trade union members.

So what are the drawbacks? Well, obviously, there is the cost of membership. Nevertheless, this is something to consider for any employee.

Adapted from: <https://www.theguardian.com/money/2009/mar/23/union-membership-benefits>

- 2.1 Identify five reasons, **evident in the scenario**, of why employees join trade unions. Support your answer by providing extracts from the scenario. (5)
- 2.2 Employees sometimes join trade unions because they believe a union will bargain more effectively – on their behalf, for their rights – with an employer. One specific bargaining approach that a trade union can follow is target-specific bargaining. Discuss, in detail, the seven steps followed in this collective bargaining approach. (14)
- 2.3 Often, trade unions bargain to obtain organisational rights. One such right that a trade union can obtain is “access to the workplace”. Explain what this right entails. (6)

General

A further five marks will be awarded for the layout and technical presentation of your assignment. Please follow the guidelines provided in Tutorial Letters 101 (this one) and HRMALL6/301/4/2018. (5)

Total: (50 x 2) = [100]

Assessment criteria

Look closely at the assessment criteria in the table below. They will give you an idea of what is expected in each question.

Poor performance (1–19 out of 50)	Average performance (20–39 out of 50)	Excellent performance (40–50 out of 50)
QUESTION 1		
Question 1.1 (4 marks)		
<ul style="list-style-type: none"> No understanding of the purpose and application of the BCEA. 	<ul style="list-style-type: none"> Limited discussion of the purpose and application of the BCEA. 	<ul style="list-style-type: none"> Comprehensive discussion of the purpose and application of the BCEA.
Question 1.2 (16 marks)		
<ul style="list-style-type: none"> No discussion of working conditions in terms of ordinary working hours according to the BCEA. No discussion of working conditions in terms of meal intervals according to the BCEA. 	<ul style="list-style-type: none"> Limited discussion of working conditions in terms of ordinary working hours according to the BCEA. Limited discussion in terms of meal intervals according to the BCEA. 	<ul style="list-style-type: none"> Comprehensive discussion of working conditions in terms of ordinary working hours according to the BCEA. Comprehensive discussion of working conditions in terms of meal intervals according to the BCEA.

Poor performance (1–19 out of 50)	Average performance (20–39 out of 50)	Excellent performance (40–50 out of 50)
<ul style="list-style-type: none"> • No discussion of working conditions in terms of any form of leave according to the BCEA. • No indication whether working conditions stipulated in scenario are in accordance with the BCEA. 	<ul style="list-style-type: none"> • Limited discussion in terms of any form of leave according to the BCEA. • Incomplete and restricted indication whether working conditions stipulated in scenario are in accordance with the BCEA. 	<ul style="list-style-type: none"> • Comprehensive discussion of working conditions in terms of all forms of leave according to the BCEA. • Thorough discussion to indicate whether working conditions stipulated in scenario are in accordance with the BCEA.
QUESTION 2		
Question 2.1 (5 marks)		
<ul style="list-style-type: none"> • Unable to identify reasons why employees join trade unions. • Reasons identified are not evident in the scenario. 	<ul style="list-style-type: none"> • Limited identification of reasons why employees join trade unions. • Reasons identified are evident in scenario, but are not supported by extracts from the scenario. 	<ul style="list-style-type: none"> • Clear identification of reasons why employees join trade unions. • Reasons identified are evident in the scenario and are supported with extracts from the scenario.
Question 2.2 (14 marks)		
<ul style="list-style-type: none"> • No knowledge or understanding of the relevant approach to collective bargaining. • Unable to discuss the seven steps which should be followed in target-specific bargaining. 	<ul style="list-style-type: none"> • Limited discussion of the relevant approach to collective bargaining. • Vague and limited discussion of the seven steps which should be followed in target-specific bargaining. 	<ul style="list-style-type: none"> • Full understanding of the relevant approach to collective bargaining. • Comprehensive discussion of the seven steps which should be followed in target-specific bargaining.
Question 2.3 (6 marks)		
<ul style="list-style-type: none"> • No discussion of the organisational right “access to the workplace” to which trade unions are entitled, according to the LRA. 	<ul style="list-style-type: none"> • Limited discussion of the organisational right “access to the workplace” to which trade unions are entitled, according to the LRA. 	<ul style="list-style-type: none"> • Comprehensive discussion of the organisational right “access to the workplace” to which trade unions are entitled, according to the LRA.
GENERAL (all questions – 5 marks)		

Poor performance (1–19 out of 50)	Average performance (20–39 out of 50)	Excellent performance (40–50 out of 50)
<ul style="list-style-type: none"> • Student's writing style is haphazard, without paragraphs or a clear development of ideas. • Student does not follow the structure of the assignment (e.g., by using headings and sub-headings). • Thoughts and ideas are not well developed. • Handwriting is extremely difficult to read. • There are no references for sources used. 	<ul style="list-style-type: none"> • Student's style of writing is easy to follow, but there is no clear development of ideas. • Presentation follows a predetermined structure and format. • Thoughts and ideas are moderately developed. • Overall impression (typed or handwritten) is one of neatness. • Sources are referenced, but incorrectly. 	<ul style="list-style-type: none"> • Student's style of writing is easy to follow and logical. • Presentation follows a predetermined structure and format. • Ideas are fully developed and substantiated. • Overall impression (whether typed or handwritten) is one of neatness. • Sources are correctly referenced.

Common mistakes and tendencies in answering questions of this nature

In similar questions asked in previous assignments, we noticed the following common mistakes and tendencies:

- Some students copied information directly from the study guide and/or prescribed book, without acknowledging the source.
- Others could not or did not link the theory to the set scenarios.
- Some students could not apply the information from sources, such as the study guide and prescribed book, to the practical situation of the set scenarios.
- Some students could not explain how they would translate the theory into the practical tasks of dealing with the various role players, or with the other matters, and thus lost valuable marks.

Please take note of these mistakes and tendencies so that you can guard against them when you formulate your answers to the questions posed in this assignment.

The answers to this assignment will be provided in Tutorial Letter LRM2601/202/1/2018. Please note that this tutorial letter will be made available on myUnisa only after the due date of Assignment 02.



APPENDIX B: SECOND SEMESTER COMPULSORY ASSIGNMENTS

ASSIGNMENT 01 FOR SEMESTER 2	
Consult workbooks 01, 02 and 03 of the study guide as well as corresponding sections in the prescribed book	
Due date	Unique number
7 August 2018	878074

You have to submit Assignment 01 to be admitted to the examination. The mark obtained for Assignment 01 will contribute 10% to your final mark for this module.

Submit this assignment if you are registered for the second semester.

Assignment 01 comprises **20 multiple-choice questions**. Different assignments are set for Semesters 1 and 2. In this assignment you are required to select the most appropriate option from the “answer section” of each question (options 1–4). In other words, if you think that statement 4 in question 1 is correct, then select option 4 next to the appropriate question number (in this case it is question 1) on the mark-reading sheet.

You need to use the official Unisa mark-reading sheet when submitting this assignment, or you may submit it by means of the myUnisa system. Follow the instructions on how to use and complete mark-reading sheets in the *Study @ Unisa* booklet.

Note: Unisa will return Assignment 01 unmarked if you do not complete the mark-reading sheet correctly. Refer to the *Study @ Unisa* booklet to avoid disappointment. If the assignment is returned under these circumstances, you will not be admitted to the examination.

Ensure that you answer all the questions and that the numbering is correct.

Question 1

Which perspective on employment relations views the employing organisation as a coalition of individuals and groups with diverse objectives, and believes that the different groups in the organisation are competitive in terms of leadership, authority and loyalty?

- 1 The radical perspective
- 2 The unitarist perspective
- 3 The pluralist perspective
- 4 Societal corporatism

Question 2

The majority representative trade union at Egoli Gold Mine has the Marxist worldview of class conflict – it believes that the workers are oppressed for the sake of capitalist interests and that there is a class struggle between the “haves” and the “have-nots”. Which labour relations perspective does this trade union have?

- 1 The radical perspective
- 2 The unitarist perspective
- 3 The pluralist perspective
- 4 Societal corporatism

Question 3

Imali Loans is a financial institution in Pretoria, Gauteng, which employs around 120 employees. Imali Loans is an organisation which views all its employees as an integrated group of people with a unified authority structure with common values and interests, and a common purpose. Their top management want the whole organisation to function as one big, happy family, and they view conflict as unnecessary as they believe their employees are loyal to the organisation. What labour relations perspective does Imali Loans follow?

- 1 The radical perspective
- 2 The pluralist perspective
- 3 The unitarist perspective
- 4 The state corporatism perspective

Question 4

Which of the following does **NOT** form part of the formal dimension of the employment relationship?

- 1 Employment contract
- 2 Notice to strike
- 3 Disciplinary code
- 4 Written warning

Question 5

I am a social media strategist at a large retail company. My relationship with my employer and my supervisor, the social media coordinator, represents the _____ dimension of the employment relationship.

- 1 collective
- 2 formal
- 3 individual
- 4 informal

Question 6

You are the owner of a very busy take-away restaurant in Cape Town. Your employees are unhappy about their wage increases, working hours and the distribution of bonuses, off days and other incentives. They feel unhappy that they have to work on weekends, and because the restaurant is open until 8 pm every day. Which justice perception is relevant here?

- 1 Procedural justice
- 2 Substantive justice
- 3 Interpersonal justice
- 4 Distributive justice

Question 7

Emma is a very good food-product development specialist at a big dairy plant in Bloemfontein. She is, however, not satisfied with the manner in which she is being treated at work. Her main concern is that her employer, Ms Williams, does not communicate decisions about leave arrangements and working hours to her personally; she has to hear it “through the grapevine”. She also feels that her employer does not treat her with respect and courtesy – Ms Williams screams at her in front of co-workers and clients. The level of perceived _____ justice is very low in this situation.

- 1 procedural
- 2 substantive
- 3 interpersonal
- 4 distributive

Question 8

Zonke Abantu Trade Union and the management of the African Trade Company are engaged in collective bargaining in order to reach an agreement on the wage increase for the following year. This relationship refers to the _____ dimension.

- 1 individual
- 2 informal
- 3 formal
- 4 collective

Question 9

No organisation functions in isolation – all organisations are influenced by macro external factors. One of these macro external factors is the sociopolitical dynamics of a country. Which of the following variables is not considered to have a sociopolitical influence on employment relations?

- 1 The Labour Relations Act, 66 of 1995 (LRA)
- 2 Crime and corruption
- 3 The nature and context of the organisation
- 4 The National Economic Development and Labour Council (NEDLAC)

Question 10

Which of the following are **NOT** regarded as organisation-level factors that influence labour relations?

- 1 Socio-political factors
- 2 General management-related factors
- 3 Structural factors
- 4 The nature and context of the organisation

Question 11

A/An _____ is someone who offers their labour potential for a particular job in return for remuneration. These types of workers are expected to obey lawful, reasonable instructions regarding work which should be conducted and the way in which it is to be conducted.

- 1 employee
- 2 employer
- 3 entrepreneur
- 4 supervisor

Question 12

These types of trade unions do not restrict membership in terms of skills or a specific industry. Their restrictions on membership are determined in their constitutions.

- 1 General unions
- 2 Craft unions
- 3 Industrial unions
- 4 Occupational unions

Question 13

The focus of _____ is to enable organised business to play a constructive role within the context of South Africa's economic growth, development and transformation goals, in achieving an environment in which businesses of all sizes and in all sectors can thrive, expand and be competitive both nationally and internationally, to the benefit of the South African economy as a whole.

- 1 the Federation of Unions of South Africa (FEDUSA)
- 2 the National African Federated Chambers of Commerce (NAFCOC)
- 3 Business Unity South Africa (BUSA)
- 4 the New Partnership for Africa's Development (NEPAD)

Question 14

The main responsibilities of the Department of Labour include _____.

- a labour relations (including the registration of labour organisations, the extension of bargaining council agreements, the regulation of basic conditions of employment, employment equity, as well as an infrastructure to assist with the conciliation of disputes)
- b assisting in the establishment of workplace forums
- c unemployment insurance managed by the Department of Labour
- d attempting to resolve, through conciliation, any dispute referred to it in terms of the LRA
- e occupational health and safety (promoting a safe work environment)

Choose the correct option:

- 1 a, d and e
- 2 a, c and e
- 3 b, c and d
- 4 c, d and e

Question 15

When we study labour relations from a management perspective, we are concerned with the four management functions, namely the application of planning, _____, leadership and _____, to the management of people in their employment relationships.

- 1 coordinating; control
- 2 organising; strategising
- 3 organising; control
- 4 interacting; coordinating

Question 16

The National Economic Development and Labour Council (NEDLAC) is a statutory body which aims to deal with issues related to the economy, labour and development. The representatives in NEDLAC are (a) _____; organised business; (b) _____; and community representation.

- 1 (a) organised labour; (b) the International Labour Organisation (ILO)
- 2 (a) trade union federations; (b) the government
- 3 (a) organised labour; (b) the state
- 4 (a) trade union federations; (b) the International Labour Organisation (ILO)

Question 17

The Commission for Conciliation, Mediation and Arbitration's (CCMA) functions are as follows:

- a To attempt to resolve, through conciliation, any dispute referred to it in terms of the LRA
- b To arbitrate the dispute if it remains unresolved after conciliation, if the Act requires arbitration and any party has requested that the dispute be resolved through arbitration
- c To assist in the establishment of workplace forums
- d To compile and publish information and statistics about its activities
- e To accredit bargaining councils and private providers to conduct some of the conciliation and arbitration functions of the commission.

Choose the correct option:

- 1 a, d and e
- 2 a, c and e
- 3 b, c and d
- 4 all of the above

Question 18

COSATU, FEDUSA and NACTU are the three major _____ in South Africa.

- 1 employers' organisations
- 2 trade union federations
- 3 organised business organisations
- 4 national development federations

Question 19

There are three primary role players (namely employers, employees and the state) and two other important role players in employment relations (namely _____ and _____), which makes it pentagonal in nature.

- 1 management and clients
- 2 employers' organisations and trade unions
- 3 the CCMA and the Labour Court
- 4 competitors and customers

Question 20

The four chambers of NEDLAC's structure include the labour market chamber, the public finance and monetary policy chamber, _____ and the development chamber.

- 1 the community chamber
- 2 the Commission for Conciliation, Mediation and Arbitration (CCMA) chamber
- 3 the Business Unity South Africa (BUSA) chamber
- 4 the trade and industry chamber

The answers to this assignment will be provided in Tutorial Letter LRM2601/201/2/2018. Please note that this tutorial letter will be made available on myUnisa only after the due date of Assignment 01.



ASSIGNMENT 02 FOR SEMESTER 2

Consult workbooks 05, 06 and 07 of the study guide as well as corresponding sections in the prescribed book

Due date	Unique number
5 September 2018	872360

The mark obtained for Assignment 02 will contribute 10% towards your final mark for this module.

Submit this assignment if you are registered for the second semester.

- ◆ **This written assignment can be submitted on myUnisa or posted to us in a Unisa assignment cover.**
- ◆ This assignment comprises essay questions. Some of the questions are based on scenarios.
- ◆ Written assignments may be scanned as PDF documents and submitted electronically.
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 - **Cover page.** Include information such as the module code, assignment number, your name and surname as well as your student number.
 - **Table of contents.** Always include a table of contents on the first page by listing the headings and sub-headings of your assignment. These headings and sub-headings should be numbered and the page numbers should be provided.
 - **An introduction.** This gives the reader an indication of what to expect in the rest of the document. Note that there should be only one introduction to the assignment as a whole, not one per question.
 - **A discussion** of the questions, which comprises an interpretation and logical explanation of the information collected. This is also called the body of the assignment. A logical explanation means that the information should be subdivided into sections with appropriate headings. Use headings that are properly numbered. This will not only help you to arrange your thoughts, but will also enable the reader to grasp your reasoning more easily.
 - **A conclusion.** This contains a summary of your arguments and (where necessary) states your deductions. If possible, give your own opinion based on theoretical principles, because this will add to the value of your answer. Do not introduce any new information in the conclusion. Again, there should only be one conclusion at the end of your assignment, not one per question.
 - **Cite all the sources** you have consulted in the text and provide full details in a **list of references** at the end of your assignment. Use the Harvard referencing method. See **Appendix C** in Tutorial Letter HRMALL6/301/4/2018 for guidelines.

Learning outcomes

On completion of this assignment, you should be able to

- discuss the concepts “freedom of association” and “organisational rights” in the South African context, as well as the union security arrangements that make these possible.
- describe the EEA in general terms by mentioning the scope, application, aims and subjects which it covers.
- identify and discuss the different perspectives as well as approaches to collective bargaining.

Question 1

Read the scenario below and then answer questions 1.1–1.2.

NUM signed closed shop agreement with Rustenburg Platinum Mine

The National Union of Mineworkers (NUM) secured exclusive union rights for employees at platinum producer Rustenburg Platinum Mine yesterday. NUM represents 80% of the approximately 7 000 employees at the organisation’s four mines. NUM stated that employees voted overwhelmingly in favour of the closed shop agreement the previous week.

“The parties recognise that sound labour relations hold benefits for the members of the trade union, the company and all other stakeholders in the business,” the agreement said. NUM General Secretary David Sipunzi said that if the closed shop agreement was successful, the union could push for it at other mining organisations where it is the majority trade union. “This agreement doesn’t mean NUM and the company can’t disagree, it just means we have to do so in a mature manner,” he said. “If we don’t sign agreements like this our stability as a country can’t be guaranteed.”

Adapted from: <http://shopstewardonline.org.za/2016/06/14/num-signed-closed-shop-agreement-with-rustenburg-platinum-mine/>

- 1.1 Explain the concepts “closed shop agreement” and “agency shop agreement”. (5 marks each) (10)
- 1.2 In the scenario it is stated that the National Union of Mineworkers (NUM) is the majority trade union within the Rustenburg Platinum Mine organisation. Discuss all of the organisational rights which the NUM are entitled to. (15)

Question 2

Read the scenario below and then answer questions 2.1–2.2.

Gender inequality persists in the South African workplace

The results of the MasterCard Index of Women’s Advancement show that gender inequality still affects women in the workplace. The overall index score of 73.5 for 2017 is marginally higher than the outcome of 73.4 in 2016 and 73.3 in 2015. However, a score of 73.5 means South African women at work are still not equal to men, given that a score of 100 indicates gender equality.

South African women have equal access to secondary and tertiary education, and consistent employment opportunities appear to be more obtainable to women than to men. These factors lay the essential foundations of economic empowerment and financial independence.

However, it is clear from this year’s index that South Africa still has significant progress to make before it achieves gender equality in the area of leadership. This is particularly true regarding the

development of female business owners and political leaders.

Research indicates that improved gender diversity in the workplace benefits organisations operating in emerging markets just as much as organisations operating in developed markets. Needless to say, as gender equality transforms organisations, it benefits countries as well. As we work towards strengthening South Africa's economy, progress towards gender equality in the areas highlighted in the index should remain an ongoing focus area.

Adapted from: <http://www.hrpulse.co.za/legal/employment-equity-act/231424-gender-inequality-persists-in-the-south-african-workplace>

- 2.1 Discuss discrimination in terms of the Employment Equity Act (EEA), 55 of 1998. When is discrimination fair? (5)
- 2.2 It is stated in the scenario that transformation in the workplace in terms of equity is still needed. Employers play a key role in this area. What is the role of a designated employer? (5)

Question 3

Read the following scenario and answer questions 3.1–3.2

Collective bargaining

Collective bargaining can be defined as a negotiation process relating to terms of employment and conditions of work between an employer or an employers' organisation on the one hand; and employees or trade unions on the other, with the objective of reaching a collective agreement. The negotiators know that they should focus on activities where the goals are not in conflict and they should attend to problems of common concern. The negotiators want both the employees and employer(s) to walk away as winners.

Adapted from: <http://www.ilo.org/public/english/dialogue/actemp/downloads/publications/srscbarg.pdf>

- 3.1 Different perspectives exist on the essence of collective bargaining. Critically evaluate the above scenario by discussing collective bargaining as a negotiation process. (5)
- 3.2 Identify and discuss the relevant approach to collective bargaining, as demonstrated with the strategy used by the negotiators in the scenario. (5)

General

A further five marks will be awarded for the layout and technical presentation of your assignment. Please follow the guidelines provided in Tutorial Letters 101 (this one) and HRMALL6/301/4/2018. (5)

Total: (50 x 2) = [100]

Assessment criteria

Look closely at the assessment criteria in the table below. They will give you an idea of what is expected in each question.

Poor performance (1–19 out of 50)	Average performance (20–39 out of 50)	Excellent performance (40–50 out of 50)
QUESTION 1		
Question 1.1 (10 marks)		
<ul style="list-style-type: none"> No understanding of union security arrangements. 	<ul style="list-style-type: none"> Limited or vague understanding of union security arrangements. 	<ul style="list-style-type: none"> Comprehensive understanding of union security arrangements.
Question 1.2 (15 marks)		
<ul style="list-style-type: none"> Unable to discuss the organisational rights that majority trade unions are entitled to, according to the LRA. 	<ul style="list-style-type: none"> Limited knowledge and discussion of the organisational rights that majority trade unions are entitled to, according to the LRA. 	<ul style="list-style-type: none"> Comprehensive knowledge and discussion of the organisational rights that majority trade unions are entitled to, according to the LRA.
QUESTION 2		
Question 2.1 (5 marks)		
<ul style="list-style-type: none"> No understanding of unfair discrimination in terms of the EEA. No understanding of fair discrimination in terms of the EEA. 	<ul style="list-style-type: none"> Limited or vague understanding of unfair discrimination in terms of the EEA. Limited understanding of fair discrimination in terms of the EEA. 	<ul style="list-style-type: none"> Comprehensive understanding of unfair discrimination in terms of the EEA. Comprehensive understanding of fair discrimination in terms of the EEA.
Question 2.2 (5 marks)		
<ul style="list-style-type: none"> No understanding of the duties of designated employers. 	<ul style="list-style-type: none"> Limited or vague understanding of the duties of designated employers. 	<ul style="list-style-type: none"> Full understanding of the duties of designated employers.
QUESTION 3		
Question 3.1 (5 marks)		
<ul style="list-style-type: none"> No knowledge or understanding of the different perspectives which exist on the essence of collective bargaining. 	<ul style="list-style-type: none"> Limited knowledge and understanding of the different perspectives which exist on the essence of collective bargaining. 	<ul style="list-style-type: none"> Full understanding of the different perspectives which exist on the essence of collective bargaining.

Poor performance (1–19 out of 50)	Average performance (20–39 out of 50)	Excellent performance (40–50 out of 50)
Question 3.2 (5 marks)		
<ul style="list-style-type: none"> • Unable to identify the correct approach to collective bargaining. • No knowledge or understanding of the relevant approach to collective bargaining. 	<ul style="list-style-type: none"> • Correctly identified the relevant approach to collective bargaining. • Limited discussion of the relevant approach to collective bargaining. 	<ul style="list-style-type: none"> • Correctly identified the relevant approach to collective bargaining. • Comprehensive understanding and discussion of the relevant approach to collective bargaining.
GENERAL (all questions – 5 marks)		
<ul style="list-style-type: none"> • Student's writing style is haphazard, without paragraphs or a clear development of ideas. • Student does not follow the structure of the assignment (for example by using headings and sub-headings). • Thoughts and ideas are not well developed. • Handwriting is extremely difficult to read. • There are no references for sources used. 	<ul style="list-style-type: none"> • Student's style of writing is easy to follow, but there is no clear development of ideas. • Presentation follows a predetermined structure and format. • Thoughts and ideas are moderately developed. • Overall impression (typed or hand-written) is one of neatness. • Sources are referenced, but incorrectly. 	<ul style="list-style-type: none"> • Student's style of writing is easy to follow and logical. • Presentation follows a predetermined structure and format. • Ideas are fully developed and substantiated. • Overall impression (whether typed or handwritten) is one of neatness. • Sources are correctly referenced.

Common mistakes and tendencies in answering questions of this nature

In similar questions asked in previous assignments, we noticed the following common mistakes and tendencies:

- Some students copied information directly from the study guide and/or prescribed book, without acknowledging the source.
- Others could not or did not link the theory to the set scenarios.
- Some students could not apply the information from sources, such as the study guide and prescribed book, to the practical situation of the set scenarios.
- Some students could not explain how they would translate the theory into the practical tasks of dealing with the various role players, or with the other matters, and thus lost valuable marks.

Please take note of these mistakes and tendencies so that you can guard against them when you formulate your answers to the questions posed in this assignment.

The answers to this assignment will be provided in Tutorial Letter LRM2601/202/2/2018. Please note that this tutorial letter will be made available on myUnisa only after the due date of Assignment 02.



APPENDIX C: STUDY PLAN FOR LRM2601

Given the limited time you have to work through the prescribed material, complete the assignments and prepare for the examination, I have drawn up a study plan for you. This study plan consists of guidelines indicating when you should have **at least** completed certain sections of the study material. However, remember that these are only guidelines – you should always work at your own pace and you may even prefer to draw up your own time management schedule which is better suited to your particular situation.

FIRST SEMESTER (JANUARY – JUNE 2018)			
Study Guide (SG001)	myUnisa & Online activities	Assignments	Preparation for the examination*
Week 1 (22 January – 26 January 2018)			
ORIENTATION Preface Read tutorial letters, preface in SG001 and the introduction to each of the topics	Preface Read the welcome page on the module site for LRM2601		
Week 2 (29 January – 2 February 2018)			
TOPIC 1 SG001: Workbook 01 Work through workbook 01 and study the parts in the prescribed book as referred to in the workbook	Activities Activity 1.3. Internet search Activity 1.4: Participate in the discussion forum		
Week 3 (5 February – 9 February 2018)			
TOPIC 1 SG001: Workbook 02 Work through workbook 02 and study the parts in the prescribed book as referred	Activities Activity 2.1: Participate in the online poll		

FIRST SEMESTER (JANUARY – JUNE 2018)			
Study Guide (SG001)	myUnisa & Online activities	Assignments	Preparation for the examination*
to in the workbook			
Week 4 (12 February – 16 February 2018)			
TOPIC 1 SG001: Workbook 03 Work through workbook 03 and study the parts in the prescribed book as referred to in the workbook	Activities Activity 3.4. Internet search		
Week 5 (19 February – 23 February 2018)			
TOPIC 1 SG001: Workbook 04 Work through workbook 04 and study the parts in the prescribed book as referred to in the workbook			
Week 6 (26 February – 2 March 2018)			
TOPIC 2 SG001: Workbook 05 Work through workbook 05 and study the parts in the prescribed book as referred to in the workbook	Activities Activity 5.2. Internet search	Start with compulsory Assignment 01 Due date: 13 March 2018	
Week 7 (5 March – 9 March 2018)			
TOPIC 2 SG001: Workbook 06 Work through workbook 06 and study the parts in the prescribed book as referred to in the workbook		Work on compulsory Assignment 01 Due date: 13 March 2018	
Week 8 (12 March – 16 March 2018)			
TOPIC 3 SG001: Workbook 07 Work through workbook 07 and study the parts in the prescribed book as referred		Complete Assignment 01 and submit on myUnisa before 13 March 2018	Study Workbook 01

FIRST SEMESTER (JANUARY – JUNE 2018)			
Study Guide (SG001)	myUnisa & Online activities	Assignments	Preparation for the examination*
to in the workbook			
Week 9 (19 March – 23 March 2018)			
TOPIC 3 SG001: Workbook 08 Work through workbook 08 and study the parts in the prescribed book as referred to in the workbook	Activities Activity 8.3: Participate in the discussion forum		<u>Study</u> Workbook 02
Week 10 (26 March – 30 March 2018)			
		Start with compulsory Assignment 02 Due date: 10 April 2018	<u>Study</u> Workbook 03
Week 11 (2 April – 6 April 2018)			
		Work on compulsory Assignment 02 Due date: 10 April 2018	<u>Study</u> Workbook 04
Week 12 (9 April – 13 April 2018)			
		Complete compulsory Assignment 02 and submit on myUnisa before 10 April 2018	<u>Study</u> Workbook 05
Week 13 (16 April – 20 April 2018)			
			<u>Study</u> Workbook 06
Week 14 (23 April – 27 April 2018)			
			<u>Study</u> Workbook 07
Week 15 + (30 April – 4 May 2018)			
			Examination period starts early May 2018*

* Examination dates are subject to change, which means that you will have to adapt your study plan accordingly if any changes occur.

SECOND SEMESTER (JULY – NOVEMBER 2018)			
Study Guide (SG001)	myUnisa & Online activities	Assignment	Preparation for the examination*
Week 1 (9 July – 13 July 2018)			
ORIENTATION Preface Read tutorial letters, preface in SG001 and the introduction to each of the topics	Preface Read the welcome page on the module site for LRM2601		
Week 2 (16 July – 20 July 2018)			
TOPIC 1 SG001: Workbook 01 Work through workbook 01 and study the parts in the prescribed book as referred to in the workbook	Activities Activity 1.4: Participate in the discussion forum		
Week 3 (23 July – 27 July 2018)			
TOPIC 1 SG001: Workbook 02 Work through workbook 02 and study the parts in the prescribed book as referred to in the workbook	Activities Activity 2.1: Participate in the online poll	Start with compulsory Assignment 01 Due date: 7 August 2018	
Week 4 (30 July – 3 August 2018)			
TOPIC 1 SG001: Workbook 03 Work through workbook 03 and study the parts in the prescribed book as referred to in the workbook	Activities Activity 3.4. Internet search	Work on compulsory Assignment 01 Due date: 7 August 2018	
Week 5 (6 August – 10 August 2018)			
TOPIC 1 SG001: Workbook 04 Work through workbook 04 and study the parts in the prescribed book as referred to in the	Work through the MO001 document and study the parts in the prescribed book as referred to in the study guide	Complete Assignment 01 and submit on myUnisa before 7 August 2018	<u>Study</u> Workbook 01

SECOND SEMESTER (JULY – NOVEMBER 2018)			
Study Guide (SG001)	myUnisa & Online activities	Assignment	Preparation for the examination*
workbook			
Week 6 (13 August – 17 August 2018)			
TOPIC 2 SG001: Workbook 05 Work through workbook 05 and study the parts in the prescribed book as referred to in the workbook	Activities Activity 5.2. Internet search		<u>Study</u> Workbook 02
Week 7 (20 August – 24 August 2018)			
TOPIC 2 SG001: Workbook 06 Work through workbook 06 and study the parts in the prescribed book as referred to in the workbook		Start with compulsory Assignment 02 Due date: 5 September 2018	<u>Study</u> Workbook 03
Week 8 (27 August – 31 August 2018)			
TOPIC 3 SG001: Workbook 07 Work through workbook 07 and study the parts in the prescribed book as referred to in the workbook		Work on compulsory Assignment 02 Due date: 5 September 2018	<u>Study</u> Workbook 04
Week 9 (3 September – 7 September 2018)			
TOPIC 3 SG001: Workbook 08 Work through workbook 08 and study the parts in the prescribed book as referred to in the workbook	Activities Activity 8.3: Participate in the discussion forum	Complete Assignment 02 and submit on myUnisa before 5 September 2018	<u>Study</u> Workbook 05
Week 10 (10 September – 14 September 2018)			
			<u>Study</u> Workbook 06
Week 11 (17 September – 21 September 2018)			

SECOND SEMESTER (JULY – NOVEMBER 2018)			
Study Guide (SG001)	myUnisa & Online activities	Assignment	Preparation for the examination*
			<u>Study</u> Workbook 07
Week 12 (24 September – 28 September 2018)			
Week 13 + (1 October – 5 October 2018)			
			Examination starts early October 2018*

* Examination dates are subject to change, which means that you will have to adapt your study plan accordingly if any changes occur.



APPENDIX D: WELCOME PAGE ON MYUNISA

Dear LRM2601 student,

Welcome to the **Labour Relations Management: Macro** (LRM2601) module. The purpose of the Labour Relations Management: Macro module is to familiarise you with the fundamental principles necessary to understand the influence of the macro-environment in the context of a systems approach on the management of labour relations at organisational level. I trust that you will find this module interesting and stimulating.

Before we start, please take the time to familiarise yourself with this module site and how it all works. The module is delivered in a blended mode, which means it is available online on myUnisa but most of the information on the module site is produced in print in a Study Guide (code SG001) which you will receive at registration or shortly thereafter.

The purpose of myUnisa is to support your learning, more specifically in the online environment. If you make a habit of regularly checking the module site, you can take full advantage of the myUnisa tools which I will explain below.

Home	The Home tool refers to the welcome page for the module. This is the screen that you will see after you have logged onto myUnisa and you have selected the module site for LRM2601.
Welcome message	The Welcome Message will welcome you to the module and provide you with all the information you need to understand how you need to approach this module.
Assessment info	Information about how you will be assessed will be available in the Assessment Info link. Your mark structure for the module will be explained to you here.
Announcements	The Announcements tool is used to inform you about important module-related matters. When I post an Announcement on this module site, you will receive an email reminding you to check the module site. I will send out announcement on a regular basis, so it is important to frequently log onto myunisa.
Official study material	This is a space where printable study material is kept in .pdf format. Here you will find your tutorial letters and your SG001 .
Additional resources	Your study plan is available under additional resources. Please download the study plan for yourself if you cannot visit myunisa every day. Your workbooks are available as separate documents under additional resources. In addition, I can identify relevant resources that can contribute to your understanding of module content and store these resources here.
Schedule	This function presents you with a weekly or monthly calendar on which important events for a module are entered on their due dates.
Discussion forums	You will find a Topic titled "General Subject-related Discussions". This is a valuable and safe space where you can interact with fellow students about topics relating to the module that you have enrolled for. During the progression of the module you will also be advised of additional topics added to the Discussion Forum. You are strongly encouraged to participate in

	these discussion topics. Please note that I will from time to time, react to comments posted in the general discussion forum, but that this is your platform to communicate with each other and interact on aspects pertaining to the module.
Prescribed books	The details for the prescribed book for LRM2601 can be found in the Prescribed Books link.
FAQs	The frequently asked questions for this module are available on the module site only. Frequently asked questions that relate to the content of the course as well as the scope of the examination are available here. These are grouped in various categories ranging from assessment matters to technical issues. If you have any queries about the module, start by consulting the FAQs . Should you not find an answer to your question, you are most welcome to contact me.
Course contact	You can make use of this tool to reach me via email.

I believe that this module site and the information shared above will empower you and assist you towards a pleasant learning experience.

I want to recommend that you follow these steps to be successful in this module:

- Step 1** Read Tutorial Letter 101.
- Step 2** Purchase the correct prescribed book as indicated in tutorial letter LRM2601/101/3/2018. The details of the correct prescribed book are also available under the "Prescribed books" button on the module site.
- Step 3** Read the preface of the Study Guide.
- Step 4** Compile your own study plan whilst taking into consideration the due dates of the two (2) compulsory assignments for this module. The study plan should be compiled to suite your own unique needs. A recommended study plan is available under additional resources.
- Step 5** Submit the assignments on or before the respective due dates.
- Step 6** Start well in advance to make notes/summaries for examination preparation.
- Step 7** Contact either myself or your e-tutor if you have any difficulties in understanding the tutorial matter.
- Step 8** Visit myUnisa regularly.
- Step 9** Study! Always remember that there is no short cut for success. Only hard work will result in the realisation of your goals.

Wishing you all the best in your studies.

Ms M Uys
LRM2601 lecturer