

LRM2601

May/June 2018

Labour Relations Management: Macro

Duration 2 Hours

75 Marks

EXAMINERS

FIRST

SECOND

MS M UYS

MR R SHIBITI

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 **five (5)** pages, plus front page

INSTRUCTIONS:

- 1 Answer **any three** of the five questions. Some of the questions have sub-questions
- 2 If you answer more than three questions, we will mark only the first three questions
- 3 Write legibly
- 4 Number the questions that you choose to answer clearly in the examination script (answer book)
- 5 Write the numbers of the questions that you have answered in the relevant column on the cover of your examination script
- 6 There is no need to mention references when answering examination questions
- 7 You are not expected to write an introduction or conclusion, simply answer the questions asked

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Ensure that your answers apply to the specific scenario where relevant. It will not be sufficient to merely provide theoretical answers to these questions

[TURN OVER]

QUESTION 1

Read the scenario below and answer questions 1.1–1.3

Employment at Lulu Press

You are the owner of a medium sized printing business 'Lulu Press' Your employees are unhappy about their working hours, the distribution of bonuses, off days and other incentives They are also dissatisfied with the procedures that you follow during performance evaluations and disciplinary hearings

- 1 1 Which two justice perceptions are relevant in the scenario? Discuss each of them (14)
- 1 2 Identify and discuss the two types of labour disputes that are evident at Lulu Press (8)
- 1 3 Some of the disputes evident at Lulu Press should be referred to the CCMA for dispute resolution Identify three methods the CCMA can utilise to resolve these and other disputes (3)

[25]

QUESTION 2

Read the scenario below and answer questions 2.1–2 5.

Employment at Spice Symphony

Anthony is an employee at Spice Symphony, an Indian restaurant The restaurant is open every day of the week All the employees at Spice Symphony work 12-hour shifts, with only 20 minutes lunch breaks, and they never have a weekend off Although Anthony is unhappy about his working conditions, he knows that employment is scarce in South Africa and that he cannot resign

- 2 1 What type of organisation can Anthony join to protect him and to ensure that his working conditions improve? (1)
- 2 2 Discuss the type of organisation as identified in question 2 1 by referring to its
 - Definition (2)
 - Mention any three types of these organisations (6)
- 2 3 Which type of these organisations as identified in question 2 2 will Anthony most probably join? Substantiate your answer (3)
- 2 4 List six reasons why employees, like Anthony, join these organisations (6)
- 2 5 Discuss the International Labour Organisation (ILO) by referring to its views on tripartism and social dialogue (7)

[25]

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QUESTION 3

- 3 1 Alexa is a lawyer in a large attorneys firm. Refer to the following short scenarios and identify and briefly discuss the dimension in Alexa's employment relationship which is referred to
- 3 1 1 *Alexa has a permanent employment relationship with her employer. Her employer expects certain things from Alexa, such as hard work and a positive outlook, and Alexa in turn expects remuneration and fair treatment from her employer.* (3)
- 3 1 2 *Alexa is good friends with other lawyers and administrative employees who also work for this attorneys firm. They often go for lunch or coffee and discuss work-related matters as well as personal issues.* (3)
- 3 1 3 *Alexa is a trade union member, she takes part in trade union activities and has joined a picketing march last month to demand faster servers and better air conditioning.* (3)

Read the following scenario and answer questions 3 2–3.3

De Luca Wines and Olives

De Luca Wines and Olives is an Italian family-owned estate in the Western Cape. The De Luca family produce their own wine and olive oil from the vineyards and orchards, and have about 150 employees who work on the farm. The owners emigrated from Italy and have no idea about South African labour legislation or labour relations. Since you are the best Labour Relations Consultant in the region, they schedule an appointment with you, so that you can explain the Basic Conditions of Employment Act (BCEA) No. 75 of 1997 to them.

- 3 2 Explain to the De Luca family the different types of leave employees who work at De Luca Wines and Olives are entitled to in terms of the BCEA. (12)
- 3 3 At the meeting, Mr De Luca specified that employees at De Luca Wines and Olives consist of a coalition of individuals and groups with diverse objectives, values and interests and that he accepts this. Clearly, Mr De Luca believes in a pluralistic frame of reference. Discuss this frame of reference. (4)

[25]

QUESTION 4

- 4 1 Explain discrimination in terms of the Employment Equity Act (EEA). Also explain when is discrimination fair? (5)
- 4 2 Registered trade unions may be awarded certain organisational rights depending on their level of representation within the workplace. Identify the different levels of representation within the workplace as stipulated in the Labour Relations Act (LRA). (4)

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Read the following scenario and answer questions 4 3–4 6

Bargaining councils

Chantelle works for the online clothing store Stylish Fusion and its warehouse is based in Cape Town. She is a member of the South African Textile Workers Union (SATWU), which negotiates on her behalf as employee in the bargaining council (National Bargaining Council for Clothing and Manufacturing). The bargaining council operates nationally in the textile industry.

Chantelle is dismissed for poor work performance after her employer tried to train her for a long period. Chantelle feels that this is an unfair dismissal, because her employer knew her abilities when she was appointed.

- 4 3 What is a bargaining council? (4)
- 4 4 Can Chantelle (together with her trade union) refer this dispute to the bargaining council? (1)
- 4 5 Identify three disputes for which bargaining councils can receive accreditation to conciliate or arbitrate. (3)
- 4 6 There are a number of disputes for which a bargaining council may not receive accreditation. Identify eight disputes which a bargaining council may not conciliate or arbitrate. (8)

[25]

QUESTION 5

- 5 1 Discuss the interplay between organisational level factors and labour relations. Ensure that you discuss the implications of these factors for management and labour relations. (12)

Read the scenario below and answer question 5 2

Wage negotiations

Ben Ramoshebi has been appointed as the principal negotiator in the wage negotiations with trade unions in the organisation where he is the industrial relations manager. The approach that is used for negotiation in their organisation is target-specific bargaining.

- 5 2 Discuss target-specific bargaining as a collective bargaining approach and refer to the specific steps followed in this form of collective bargaining. (13)

[25]

TOTAL: 75

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CHECKLIST	
Have you filled in all your personal particulars on the cover of the examination answer book?	<input checked="" type="checkbox"/>
Have you answered THREE of the FIVE questions in the paper?	<input type="checkbox"/>
Have you written the numbers of the questions you answered on the cover of the examination answer book?	<input type="checkbox"/>