

**BOTSWANA COLLEGE OF DISTANCE AND OPEN  
LEARNING**

In collaboration with

**ZIMBABWE OPEN UNIVERSITY**

**B Com (HRM & INDUSTRIAL RELATIONS)**

**COLLECTIVE BARGAINING**

**CB 101**

**SESSIONAL EXAMINATION**

Time: 3 hours.

Marks: 100

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**Instructions**

1. The examination consists of **Four** sections: A, B, C and D.
2. Begin each answer to a new question on a new page.
3. Answer questions according to instructions given in each section.
4. Write answers in the answer booklet provided.
5. Write in grammatical English.

**SECTION A - Multiple Choice Questions**

**[15 Marks]**

**Answer ALL questions. Each question carries ONE (1) mark.**

**Choose the best alternative answer.**

1. There are THREE social partners in industrial relations according to Dunlop. They are \_\_\_\_\_.

- A Government, workers and employers
- B Workers, employers and suppliers
- C Employers, suppliers and distributors
- D ILO, employers and employees

2. Collective Bargaining is defined as a process of \_\_\_\_\_.

- A Altitudinal structuring and internal consultations within a party
- B Determining terms and conditions of employment and regulating the relationship through negotiation
- C Achieving the goals of one party through proper strategies and tactics
- D Defining the common problems and pursuing strategies to solve them

3. Intra-organizational bargaining refers to \_\_\_\_\_.

- A Bargaining between different companies that belong to different employers organization
- B Reaching a consensus between various parties
- C In-house deliberations within an organization to achieve consensus
- D Determining the relative strength of the different parties

4. Barret's developed a model referred to as the P.A.S.T model of bargaining. P.A.S.T stands for \_\_\_\_\_.

- A Principle, Assumptions, Steps and Techniques
- B Personalities, Approaches, Standards and Techniques
- C Participation, Approaches, Steps and Techniques
- D Principle, Assumptions, Standards and Techniques

5. One of the outcomes of collective bargaining is \_\_\_\_\_.

- A Business Growth
- B Industrial Peace
- C Meaningful Bonuses
- D Employment opportunities

6. During the bargaining stage, parties to negotiation will be engaged in a range of activities. Some of them are \_\_\_\_\_.

- A Arguing, motivating and justifying their positions
- B Drafting documents
- C Hearing the demands of the other party
- D Identifying options

7. A good example of BATNA is \_\_\_\_\_.

- A Involving all the members of a trade Union for wage negotiations
- B A Union negotiating with an employer over the employers final wage offer
- C Pass a vote of no confidence in the leadership leading to its expulsion
- D Discipline the concerned members

8. The main aim of convention number 154, Collective Bargaining is

- A Declaration of fundamental Principles
- B Promoting human rights in the world of work
- C Promotion of Collective Bargaining
- D Workers shall enjoy adequate promotion against discrimination

9. There are \_\_\_\_\_ Conventions adopted by the ILC which focus on Collective Bargaining.

- A One
- B Two
- C Three
- D Four

10. In the Labour Act “disciplined force” means \_\_\_\_\_.

- A A military, air or naval force
- B A Police Force
- C Prison Officials
- D All of the above

11. Part VI of the Labour Act is composed of the following sections \_\_\_\_\_.

- A Formation and functions of workers committees
- B Compositions, Procedures and functions of work councils
- C All of the above
- D None of the above

12. Section 75 requires parties to the negotiation of a collective agreement to \_\_\_\_\_.

- A Disclose very little information in records, papers, books
- B Disclose some of the information relevant to the negotiation
- C Bargain in absolute good faith
- D Make fraudulent misrepresentations

13. Employment Councils are the bargaining chambers at the \_\_\_\_\_.

- A Industrial or sector level
- B Works Council level
- C Management level
- D Non- Managerial workers level

14 With regard to Collective Bargaining in Public Service, there are \_\_\_\_\_ members representing the Government.

- A Two
- B Six
- C Nine
- D Seven

15. A Collective Bargaining agreement reached at the employment council shall be submitted to the \_\_\_\_\_.

- A Agricultural Sector
- B Labour Bureau
- C Registrar of Labour Relations
- D Farmers Union

**SECTION B**

[5 Marks]

**State whether each of the following statements is True or False:**

1. The duties of employment councils are stated in Section 64 of the Labour Act.
2. Some of the major outputs of Collective Bargaining processes are wages, hours of work, vacation leave.
3. BATNA refers to a party's "Best Alternative To A Negotiated Agreement".
4. There are four Conventions adopted by the ILC which focus on collective bargaining.
5. The main aim of Convention Number 154, Collective Bargaining is promotion of collective bargaining.

**SECTION C**

[40 Marks]

**Answer all questions from this section**

1. Differentiate Collective Bargaining from Negotiation. (6 marks)
2. Compare and contrast distributive bargaining and integrative bargaining. (6 marks)
3. Outline the duties of works council and employment councils. (8 marks)
4. Discuss the trade union activities that an employee is allowed to carry out during working hours. (8 marks)
5. Explain what is meant by "negotiating in good faith". (6 marks)
6. What does the Labour Act state about unfair labour practices? (6 marks)

**SECTION D**

[40 Marks]

**Answer any TWO questions from this section.**

1. Discuss in detail the main stages of Collective Bargaining. (20 marks)

2. Describe the types of mandates that are associated with Collective Bargaining, and identify one strength and weakness of each mandate. (20 marks)
  
3. Examine the factors that propelled the state to intervene in determining wages and salaries between 1980 and 1990. (20 marks)

END OF PAPER

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**Sessional Examination**

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**Marks: 100**

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**INSTRUCTION TO CANDIDATES:**

1. This examination consists of TWO sections: A and B.
2. Begin each answer to a new question on a new page.
3. Answer questions according to instruction given in each section.
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**Section A. Short answer questions.**

**[50 MARKS]**

**Question No. 1 is compulsory. Answer any FOUR questions in this Section.**

1. Write short notes on:

- (a). Negotiating in good faith. **(6 marks)**
- (b). Barret's P.A.S.T Model **(6 marks)**
- (c). The concept of 'BATNA' **(6 marks)**

2. Briefly discuss the key roles played by parties to a collective bargaining process.

**(8 marks)**

3. Explain with reasons, the extent to which you agree with the view that the major problem in collective bargaining is the "negotiators's dilemma".

**(8 marks)**

4. Elaborate on the notion that 'all parties to a collective bargaining process are equal'.

**(8 marks)**

5. Distinguish between the functions of a Works Council and an Employment Council.

**(8 marks)**

6. Compare distributive bargaining and integrative bargaining in relation to Collective Bargaining.

**(8 marks)**

7. State and explain the aims and forms of international labour standards.

**(8 marks)**

**Section B. Essay-type questions.**

**[50 MARKS]**

**Answer All (TWO) questions in this Section.**

**Question. 1**

(a). Define Collective bargaining, and explain the significance of negotiation as part of collective bargaining? **(7 marks)**

(b). Describe the types of mandates that are associated with collective bargaining, and explain the strengths and weaknesses of each mandate? **(18 marks)**

**Question. 2**

Examine and give an account of the models or approaches to collective bargaining making reference to Botswana systems of collective bargaining? **(25 marks)**

**END OF PAPER**