



BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

DIPLOMA IN HRM AND BM

SUBJECT NAME: LABOUR RELATIONS

SUBJECT CODE: D-LR01

SESSIONAL EXAMINATION

Marks – 100

Instructions to candidates:

1. Answer **all questions** in Section A and any two questions in Section B
2. Begin each answer to a new question on a new page.
3. Write legibly in grammatical English.
4. Use examples where possible to support your explanations.



SECTION A

[50 MARKS]

Answer all questions in this section.

QUESTION 1

(25 marks)

Choose the best answer from the alternatives.

1. Which of the following is a type of a conflict?
 - A. Interest conflict
 - B. Group conflict
 - C. Management conflict
 - D. Management conflict

2. _____ Approach accepts and even encourages the formation of trade unions as competing groups to employers.
 - A. Radicalism
 - B. Unitarism
 - C. Pluralism
 - D. Codetermination

3. What does the acronym ILS stand for?
 - A. International Labour Organisation
 - B. International Labour Society
 - C. International Labour Structure
 - D. International Labour Standard



4. The following are advantages of grievance procedure except _____.
- A. It improves relations in the workplace
 - B. It serves as a reinforcement of existing upward channels
 - C. It could be daunting even though the worker is entitled to be accompanied to attend grievance meeting
 - D. It makes provision for the removal of sources of conflict, which may cause small problems to escalate into large scale unrest
5. Which statement best describes progressive discipline?
- A. A process for dealing with job-related behavior that does not meet expected performance standard
 - B. Is a willing submission to essential rules and regulations
 - C. It is the reinforcement of obedience by means of punishment or the fear of punishment
 - D. It is concerned with the reason for and sufficiency of the disciplinary action on an employee.
6. The following are possible reasons for unfair dismissal except _____.
- A. If the employee has reached retirement and statutory retirement procedure is followed
 - B. If constructive dismissal has taken place
 - C. In the event of shrike action only some of the strikers are dismissed
 - D. If an employee has refused to become members of a trade union which was not independence
7. _____ Is not a skill of negotiations.
- A. Persuasion skill
 - B. Listening skill and Observing skill
 - C. Presentation skill
 - D. Preparation skill



8. Which step in the grievance procedure requires an employee to complete a grievance form and hands it to the supervisor if the grievance is not resolved?

- A. Step 1
- B. Step 2
- C. Step 3
- D. Step 4

9. _____ is when workers strike in support of a legal strike held by other workers.

- A. Secondary strike
- B. Picketing
- C. Lockout
- D. Recognition strike

10. A person who is accredited by the Trade Union, and who acts on behalf of the Trade Union member in the organization where he/she works is called _____.

- A. The chairman
- B. A Shop Steward
- C. The Secretary
- D. A Trade Union member

11. During legal strike or lockout, the employer has the right to _____.

- A. Employ replacement labour
- B. Refuse to pay workers for that period
- C. Dismiss all employees who participate in the strike
- D. Pay employees for the strike period



12. Which from the following is an approach to Employee Participation?

- A. Disclosure of information
- B. Joint Consultative Committees
- C. Negotiation Skills
- D. Sustentative Negotiations.

13. _____ Is a common factor influencing negotiations.

- A. Equity Issues
- B. Fringe benefits
- C. Working Arrangement
- D. Labour markets

14. What is Institutionalisation?

- A. It is a market structure, which is sometimes reefed to as an open competition.
- B. The particular body responsible for overseeing or implementing policy
- C. Is the degree of technology employed in production increases
- D. Is an area in which buyers and sellers are in close contact so that a single price prevails.

15. The following are Economic resources except _____.

- A. Entrepreneurship
- B. Goods and services
- C. Capital
- D. Labour

16. The benefits forgone from the best alternative that is not selected is known as _____.

- A. The law of demand
- B. Demand relationship



- C. Opportunity cost
- D. The law of supply

17. Which of the following is an economic resource?

- A. Wants
- B. Needs
- C. Scarcity
- D. Capital

18. Negotiations is described as _____.

- A. Talking to interested parties to explain development and issues to seek their view
- B. A forum that attempts to ensure that power play between the employers and employees is not detrimental to the society
- C. A process, which seeks to organize and regulate the relationship between organizations.
- D. A process that involves discussions that leads to making agreements which must be carried out in good faith

19. Services that are regarded as extremely important to the livelihood of the community or the sustenance of the business are known as _____.

- A. Trade services
- B. Essential services
- C. Minimum services
- D. Access services

20. A process whereby an employer decides to terminate the contract of employment of workers as a result of redundancy is called _____.



- A. Retrenchment
- B. Redundancy
- C. Dismissal
- D. Retirement

21. Which of the following is a government spending policy that influences macro economic conditions?

- A. Fiscal Policy
- B. Monetary policy
- C. Labour markets
- D. Supply

22. _____ Is a process whereby employers bargain with employee's representatives about the terms and conditions of employment and other matters of mutual interest.

- A. Labour agreement
- B. Recognition agreement
- C. Procedural agreement
- D. Collective agreement

23. Which of the following is a reason fair for dismissal?

- A. Employees conduct
- B. Legal action
- C. Consultation
- D. Grievance

24. A point where the supply function and demand function intersect is called _____.



- A. Breakeven
- B. Equilibrium
- C. Elasticity
- D. Diminishing returns

25. The type of unemployment, which involves a mismatch between the workers looking for jobs and the vacancies available is_____.

- A. Cyclical unemployment
- B. Functional unemployment
- C. Structural unemployment
- D. Hidden unemployment



QUESTION 2

(25 marks)

Read the following newspaper article and answer the questions that follow.

Eleven members of the National Education Health and Allied Workers Union who are on strike at the Durban depot of the department of public works were arrested yesterday.

This amid claims that they had been intimidating non-striking employees.

Members of the union went on a strike at four major public works depots in KwaZulu-Natal three weeks ago. Their main complaints include unpaid performance bonuses and poor working conditions. Yesterday, a picket outside the regional depot in Mayville turned ugly when the protestors were accused of intimidating their non-striking colleagues. Police were called in and the workers were arrested.

They were charged for intimidating, creating a threat to public property and for holding an illegal gathering. Super Zuma, a Nehawu spokesman, denied the claims and instead accused management of playing 'dirty tactics'. He said 'clearly, they [management] are tying tricks to jeopardize the strike, but they won't go down without a fight because our demands are genuine'.

Fikisiwe Madlopha, a head of department in the public works department, accused Nehawu members of not complying with the provision of the Performance Management Development System Policy, which stipulates that only eligible workers had to be paid bonuses. She said: 'we asked them to submit comprehensive assessment reports so that we could determine which employees qualified to be paid performance bonuses'.

She said the department would continue holding discussions with the union.

{Source: The Sowetan, Wednesday October 25, 2006}

1. (i) List any three key players in this case and explain their roles? (6 marks)



(ii). What are the causes of the strike from:

. (a) The Nehawu's view? **(2 marks)**

(b) The Public Works Department's view **(2 marks)**

2. What is the possible solution to this case? **(5 marks)**

3. Discuss five benefits of employee representation. **(10 marks)**



SECTION B

[50 MARKS]

Answer any two questions from this section.

QUESTION 1

(25 marks)

A. Identify four officers or employees who have been excluded from the Trade Unions and Employers Organizations Act. **(4marks)**

B. Explain the three Actors who are active in Labour Relations. **(6marks)**

C. Discuss the three distinctive theories of Industrial Relations. **(12 marks)**

D. List three types of unemployment **(3 marks)**



QUESTION 2

(25 marks)

A. In terms of the Trade Unions and Employer's Organization Act Cap 48:01, the Registrar may refuse to register a Trade union. State five conditions that may render the refusal of trade union registration. **(5 marks)**

B. Give **three** reasons why International Labour Standards are needed and **three** ways through which they are enforced. **(6 marks)**

C. Explain the term 'constructive dismissal'. **(2 marks)**

D. Discuss three types of Trade Unions. **(12 marks)**



QUESTION 3

(25 marks)

A. When carrying out redundancy excise there are important factors to be considered in determining which employees are to be selected for redundancy. Explain five factors, which can be considered. **(15 marks)**

B. State the relationship between the disciplinary procedure and the grievance procedure. **(4 marks)**

C. Explain three ways that unions use to achieve their objectives. **(6 marks)**